

# OVERSEAS RIGHTSIZING

A QUARTERLY REPORT  
BY THE OFFICE OF RIGHTSIZING  
THE U.S. GOVERNMENT OVERSEAS  
PRESENCE



2006/III





## About the Office of Rightsizing the USG Overseas Presence

The Under Secretary for Management's Office of Rightsizing the USG Overseas Presence (M/R) is a Congressionally-mandated office responsible for managing the rightsizing of the US Government abroad. This Department of State office is responsible for reviewing and approving the staffing projections for all capital construction projects abroad. M/R oversees the process by which Chiefs of Mission conduct 5-year reviews on the staffing of their missions. M/R schedules the annual 20% of all U.S. Missions abroad, and reviews and approves the staffing in these missions. M/R also coordinates NSDD 38 requests, all policy issues concerning Chief of Mission authority, inter-agency correspondence regarding Executive Branch agencies overseas presence, and related issues.

M/R Director – J. Patrick Truhn,  
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# TABLE OF CONTENTS



## Overview & Highlights

- 2 Letter from the Director of the Office of Rightsizing, J. Patrick Truhn
- 7 Performance Summary and Highlights
- 9 President's Management Agenda Rightsizing Scorecard

## Appendix

- 11 Message on NSDD-38 for State Positions  
(State 152768 of September 14, 2006)
- 13 Message on State-USAID Management Consolidation  
(State 166405 of October 4, 2006)
- 18 Message on Chief of Mission Authority  
(State 168672 of October 6, 2006)

## The Rightsizing Guide

- 21 Introduction to the Guide
- 23 Rightsizing Procedures
- 39 Services Matrix
- 41 Competitive Sourcing Template
- 43 Report Template

## Five-Year Rightsizing Schedule (updated January 2007)

- 57 Five-Year Rightsizing Reports

## Letter from the Director of the Office of Rightsizing, J. Patrick Truhn



In FY-2006, for the first time in many years, the number of positions abolished overseas outpaced the number of positions established. The number of positions abolished (all agencies, all categories of employees) was 5,374, and the number of positions established was 2,984. The net decrease – 2,390 positions – represents approximately 3% of the total positions.

This is a major result, which begins what will hopefully be a continuing downward trend in the U.S. Government overseas presence, and resultant savings for the taxpayer and reduction in our security vulnerability. It results from a number of initiatives, large and small. The largest was the closure of two Voice of America relay stations in Kavala and Rhodes, Greece.

One of the premises of the President's Management Agenda "Overseas Rightsizing" initiative was the need for the Department of State to be able to identify how many positions the U.S. Government had overseas. Although this would seem on the surface to be a fairly simple task, the lack of common reporting mechanisms, computers that communicated with one another, and even definitions of what constitutes a "position" have hampered this process, as has the requirement for overseas posts to maintain up to five redundant databases all collecting overseas staffing information. However, as of October 1, the Post Personnel database has been designated the "gold standard" for all overseas staffing data, and will henceforth populate all other databases collecting such information (ICASS, Capital Security Cost Sharing, Mission Strategic Plan, etc.).

Our first Interagency Rightsizing Summit in March 2006, hosted by OMB, was a huge success, and we have had numerous requests for follow-up sessions. We plan to hold meetings semiannually in the month preceding the kickoff of each rightsizing season, and therefore held the second such meeting on December 1, at the Department of State. This meeting gave all Washington agency headquarters an opportunity to know in advance what overseas missions will be completing a rightsizing report over the next six months, and can pro-actively ensure that their personnel at post have accurate planning information for the medium-to-long-term. It will hopefully also mean that the final rightsizing reports can be processed much more quickly. The next interagency rightsizing conference will be scheduled for June 2007.



## eCountry Clearance

After automating the NSDD-38 process in October 2005, the Office of Rightsizing is now completing automation of the country clearance function, another aspect of Chief of Mission authority for which M/R has responsibility. Once the application is fully operational, cables will no longer be used for requesting or approving country clearance.

M/R conducted an extensive survey of overseas missions in December 2005, and discovered wide disparities in the approaches to country clearance, indicating to us that there was room for streamlining, but also that our approach needed to be flexible. After developing a prototype, we held several focus groups with large overseas posts, various agency headquarters, and State Department bureaus, which led to further refinement of our product.

The application will provide the traveler with all of the information about individual posts that would presently be contained in the country clearance cable response from the post (contact information, health information, security threat, currency information, TDY ICASS policy, etc.) but also the post's policy on country clearance, a list of post holidays, and other information useful to the traveler.


Country clearance requests will go to the post via e-mail, to the section selected by the traveler, and the traveler will receive a response also via e-mail. The relevant State Department country desk(s) will automatically be copied on all requests and replies. Travelers will be able to monitor the status of their requests even while they are traveling.

The exact rollout date is still not certain, but will be in early 2007. M/R will organize an inter-agency briefing and demonstration of the system well in advance of the actual rollout.

The next few pages illustrate principal screens of the application as it now stands.



Create Clearance Request - US Department of State



## Welcome to the U.S. Department of State eCountry Clearance Portal

**Travel Information**  
Please carefully read the following information about travel to this selected destination. Select "Add to Itinerary" to include destination in your itinerary.

**Destination Country:**  
United Kingdom

**Travel Information:**

**REQUIREMENTS FOR COUNTRY CLEARANCE:** Requests for country clearance for the United Kingdom, Northern Ireland, and the Republic of Ireland must be directed through the embassy in London. Chancery Access: If visitor request is received in London, please send level of security clearance via cable, as required by 12 FAM 443.3.

**CONTACT INFORMATION:** The U.S. Embassy is located at 24 Grosvenor Square, London W1A 1AE; telephone: in country 020-7499-9000; from the U.S. 011-44-20-7499-9000 (24 hours); Consular Section fax: in country 020-7495-5012; from the U.S. 011-44-20-7495-5012, and on the Internet at <http://london.usembassy.gov>.

**VISA REQUIREMENT:** U.S. citizens do not require a visa, only a valid passport for entry to the UK. Requirements for entry to the UK of citizens from other countries vary. Non-U.S. citizen visitors should check with their local British consulate to determine visa requirements.

**DEPARTURE TAX:** Departure tax is included in the ticket price and is not charged separately.

**HEALTH INFORMATION:** The embassy medical unit, located on the Lower Ground floor, has daily walk-in sick call from 0830-1000. TDY personnel are welcome to seek medical consultation for acute illness or other medically-related concerns at the unit.

**SECURITY THREAT INFORMATION:** Personnel on long term TDY (in excess of 30 days) must have completed the mandatory S.A.F.E. (Serving Abroad for Families and Employees) security training or attended their agency's approved equivalent security training. For Department of State employees, attending the SOS seminar satisfies the requirement if training was completed within five years of travel. Please include certification of security training in the country clearance request.

**IMMIGRATION, CUSTOMS, QUARANTINE:** Many pocketknives and other blades, and mace or pepper spray canisters, although legal in the U.S., are illegal in the UK and may be confiscated. Air travelers to and from the United Kingdom should be aware that penalties against alcohol-related and other in-flight crimes ("air rage") are stiff and are being enforced with prison sentences.

**TDY ICASS POLICY:** Each visitor, regardless of length of stay, must bring/forward fiscal data to pay for direct costs of the visit.

**CURRENCY:** Embassy London reminds visitors that the United Kingdom remains outside the "Euro Zone" and therefore the embassy will not be able to exchange any euros acquired at previous stops.

**CLIMATE:** Generally mild and temperate; weather is subject to frequent changes but to few extremes of temperature.

**EMBASSY POLICY ON ELECTRONIC DEVICES:** Privately-owned laptops and personal computers are prohibited in controlled access areas (CAAs) of the embassy and consulates.

**EMBASSY HOLIDAYS:**  
New Year's Day - January 1  
Martin Luther King's Birthday - 3rd Monday in January  
Boxing Day - December 26

**TRANSPORTATION INFORMATION FROM AIRPORT TO HOTEL:**  
Heathrow Airport  
The best way to get from Heathrow to Central London is to take the Heathrow Express train. It leaves every fifteen minutes from all Heathrow terminals. Travel time is fifteen minutes to London's Paddington Station.

**U.S. Embassy London Website:** Visit our website for additional information: <http://london.usembassy.gov>.

**Buttons:**

- Plan Itinerary
- Identify Travelers
- Travel Info
- Clearance Request Summary
- My Account
- Help
- Add to Itinerary
- Do Not Add to Itinerary
- Print Travel Info

**Annotations:**

- Selecting this button adds this country to the current request itinerary and returns user to Plan Itinerary screen.
- Selecting this button adds this country to the current request itinerary and returns user to Plan Itinerary screen.
- Formats and prints text shown above.

Figure 1: Country specific information the traveler receives when requesting country clearance.



Welcome to the U.S. Department of State  
eCountry Clearance Portal

**Destination Information**  
Please provide the following information to create and submit a request for country clearance.

**Destination Country:** United Kingdom **Itinerary #:** 555879 **Request #:** 555879-1

**Destination and Transit Cities:**  
Aberdeen

**Clearance From Post:** Edinburgh **Agency/Section/Other:** ECON **Arrival Date:** 06/29/2006 **Departure Date:** 07/01/2006

**Other Posts & Sections to be Notified of Visit:**  
**Post:** London **Agency/Section/Other:** ECON **Add to List**

Post	Agency/Section/Other	Delete
London	ECON	<input type="checkbox"/>

**Delete Post**

**Purpose of Visit:**  
Consultation on terrorist finance.

☒ Access to Embassy Required? ☐ Access to IPC Required?

Do you already have a POC at post? Mrs. Judith Miller

Fiscal Data: Optional place to enter fiscal data.

**Flight Information (if ground transportation, please substitute):**

Airline	Flight #	Depart Airport	Depart Date/Time	Arrive Airport	Arrival Date/Time
British Airways	216	Washington (IAD)	06/28/06 6:35PM	London (LHR)	06/29/06 6:55AM
British Airways	2928	London (LHR)	06/29/06 7:50PM	Aberdeen (ABZ)	06/29/06 9:25PM

**Add Row**

**Hotel Accommodations**

Hotel Name	Street Address	City	Local Telephone #	Confirmation #

**Insert Default Hotel For Post**

**Assistance Requests**

☒ Hotel Reservations? 2 rooms, non-smoking

☒ Airport assistance/transportation? Wheel chair required.

☐ Accompanying Pouch?

☒ Appointment Request with Whom? Mrs. Judith Miller

☐ Other Needed Assistance?

**Continue** **Reset**

Proceed to info sheet for next destination or travel summary.

Clear all fields shown above.

Figure 2: First page of traveler request pages for eCC. Requires traveler to include all necessary information to give post complete information in order to respond to request.



**Country Clearance Request #555879 - Message (Rich Text)**

From: Leoboldt, Thomas A  
To: eCountry Clearance  
Cc: EUR-UBI-DL; EUR-AGS-DL  
Subject: Country Clearance Request #555879 -1

Sent: Thu 3/23/2006 12:32 PM

Courtesy copy of country desks for requested countries.

Requestor Name: Jones, Jack M  
Company / Agency: U.S. Dept of Treasury  
Itinerary #: 555879  
Request #: 555879-1

**Request Summary**  
Travel Itinerary:

Destination Country	Post	Dest & Tran Cities	Start Date	End Date
United Kingdom	Edinburgh	Aberdeen	06/29/2006	07/01/2006
Germany	Frankfurt	Mainz	07/01/2006	07/05/2006

Traveler List:

Name	Agency	Email Address	Phone Number
Jones, Jack M	U.S. Dept of Treasury	jonesj@ustreas.gov	703-875-3333
Robert Wier	U.S. Dept of Treasury	wierri@ustreas.gov	703-555-3636

**Request Details**  
Destination Country: United Kingdom  
Clearance From: Edinburgh  
Arrival Date: 06/29/2006  
Purpose of Visit: Consultation on terrorist finance.

Agency/Section/Other: ECON  
Departure Date: 07/01/2006  
Destination Cities: Aberdeen

Inform (CC): London  
Agency/Section/Other: ECON

**Assistance Requests**  
☒ Hotel Reservations?  
☐ 2 rooms, non-smoking  
☒ Airport assistance/transportation?  
☐ Wheel chair required.  
☐ Accompanying Pouch?  
☒ Appointment Request with Whom?  
 Mrs. Judith Miller  
☐ Other Needed Assistance?

☒ Access to Embassy Required?  
 Do you already have a POC at post?  
 Mrs. Judith Miller  
 Fiscal Data:

**Note:**  
Post Staff receives and reviews request information pertaining to clearance for the country for which they are responsible.

**Note:**  
Hotel accommodations will also be displayed in the email body but have been omitted from this example due to lack of space.

**Flight Information (if ground transportation, please substitute):**

Airline	Flight #	Depart Airport	Depart Date/Time	Arrive Airport	Arrival Date/Time
British Airways	216	Washington (IAD)	06/28/06 6:35PM	London (LHR)	06/29/06 6:55AM
British Airways	2928	London (LHR)	06/29/06 7:50PM	Aberdeen (ABZ)	06/29/06 9:25PM

Buttons: Approve Request, Decline Request, Request More Info

Generates approval email to requestor.  
Generates decline email to requestor with cause option.  
Sends email to user with request for more info or clarification.

**Figure 3:** Email response page approver at post receives from traveler. Provides spaces for post to add info before responding.



## Performance Summary and Highlights

### Rightsizing Results

In the last period, M/R rightsized nine U.S. missions<sup>1</sup> in accordance with a schedule ensuring all missions will be reviewed every five years. Only two of these missions were scheduled for new facilities. M/R's rightsizing efforts resulted in total net projected staffing reductions of 64 positions. This consisted of:

- 139 reduced U.S. Direct Hire (USDH) desk positions;
- 39 additional Locally Engaged Staff (LES) desk positions; and
- 36 additional non-desk positions.

Combined with the results from previous quarters, the results in FY2006 to date are:

- 339 reduced USDH desk positions,
- 493 reduced LES desk positions, and
- 479 reduced non-desk positions.



“M/R’s rightsizing efforts resulted in total net projected staffing reductions of 139 U.S. Direct Hire.”

### Avoided or additional costs from rightsizing, this quarter and year-to-date<sup>2</sup>

Avoided costs in office space that is not required this quarter<sup>3</sup>

\$4,358,960

U.S. Direct Hire positions avoided costs this quarter<sup>4</sup>

\$90,350,000 per annum

Additional LES remuneration costs this quarter<sup>5</sup>

\$1,800,000

Totaled projected one-time only avoided/saved costs as a result of rightsizing

This quarter: \$ 4,358,960

FY2006 to date: \$70,311,920

Totaled projected annual avoided costs as a result of rightsizing

This quarter: \$ 90,350,000

FY2006 to date: \$250,478,000



...[I]t might be possible and necessary to substitute LE staff for a USDH resulting in substantially reduced costs.

<sup>1</sup> Brazil, Colombia, Denmark, India, Ireland, Malaysia, South Africa, UK and U.S. Mission Geneva.

<sup>2</sup> Difference between initially projected positions/desks and final M/R approved positions/desks.

<sup>3</sup> Based on an average per desk cost of \$94,760 to evaluate incremental cost avoidance for desk positions not programmed, and 46 avoided desk positions. One-time only cost avoidance.



<sup>4</sup> While there is great variation between agencies in the total cost of maintaining a U.S. direct hire (USDH) employee overseas (from just under \$300,000 per annum to over \$1,000,000), we use here a working average of \$650,000 per employee in total costs, which is the number that the Department reports to OMB.  $139 \text{ USDHs} \times \$650,000 = \$90,350,000$  in USDH overseas costs. Some portion of this estimate represents outright avoided costs when a position is simply not created at all. This has been an effect of consolidating administrative platforms when one or two fewer USDHs are required to supervise the administrative work at a post. In some cases it might be possible and necessary to substitute LE staff for a USDH resulting in substantially reduced costs. In some cases the employee not stationed overseas may nevertheless be employed in the United States. It is very difficult to make a judgment about the eventual disposition of an eliminated projected position. However, using a working estimate of \$100,000 annual average cost for a USDH employee domestically or \$20,000 annual average cost for LES, it is easy to see that substantial savings quite close to the gross savings figure is a reasonable estimate of savings, since there are at the very least \$300,000 in avoided costs annually in the case of every USDH position not established overseas. Annual cost savings.

<sup>5</sup> Using an average LES cost of \$24,000 per employee. Previous quarterly reports have reflected net decreases in LES desk and non-desk positions, due mostly to an aggressive projection of single, unified administrative platforms overseas for all agencies at posts (discussed in previous rightsizing quarterly reports.) This type of consolidation did not offer the same degree of positions savings in the mix of posts covered in this quarter's report. The net increase in such positions likely reflects a decision to meet growing workload demands through the use of less-expensive local staff rather than through additional U.S. direct hires.

# The President's Management Agenda

## Rightsizing Balanced Scorecard

**About the Stop-Light:** The Department has made substantial progress on all five of President's Management Agenda (PMA) initiatives as well as the Overseas Rightsizing initiative. Each quarter, the Office of Management and Budget (OMB) releases an executive scorecard that rates progress and overall status in each of the President's Management Agenda initiatives. The progress and status ratings use a color-coded "stop-light" system that is based on OMB standard criteria used to assess all agencies.

 Green	<b>CURRENT STATUS</b> (as of June 30, 2006)
<b>Maintaining/Moving Beyond Green</b>	<ol style="list-style-type: none"> <li>U.S. overseas staffing is at right level with skills to achieve policy goals. <i>(Specific criteria achieved previously for Green not listed in updated scorecard)</i></li> <li>New embassy construction linked to rightsized staffing <ul style="list-style-type: none"> <li>✓ FY 2008 proposed embassy construction project cost directly linked to Rightsizing Review results. <u>Q4 FY 2006</u></li> </ul> </li> <li>Transparent accounting of USG overseas staffing and costs in place. <ul style="list-style-type: none"> <li>✓ Gold Standard staffing data base for overseas staffing under COM authority implemented. <u>Q4 FY 2006</u></li> <li>___ Gold Standard staffing validated by the interagency. <u>Q1 FY 2007</u></li> </ul> </li> <li>Regionalization, Centralization, and Shared Services used as rightsizing tool overseas. <ul style="list-style-type: none"> <li>___ Systematic Regionalization / Centralization of functions underway, costs and positions quantified. <u>Q1 FY 2007</u></li> <li>✓ Systematic Consolidation of support functions under a shared-services model underway at co-located New Embassy Compounds. <u>Q4 FY 2006</u></li> <li>___ Post costs and position savings quantified. <u>Q3 FY 2007</u></li> </ul> </li> <li>Review mechanisms to validate ongoing and new embassy staffing and size. <ul style="list-style-type: none"> <li>✓ Rightsizing Reviews finalized for scheduled non New Embassy Construction (NEC) Posts in FY 2006. <u>Q4 FY 2006</u></li> </ul> </li> </ol>
 Yellow	<b>PROGRESS</b> (Fourth Quarter FY 2006)
<b>Actions taken this quarter:</b>	<ul style="list-style-type: none"> <li>✓ OMB/State co-hosted an Interagency Rightsizing Summit, kicked off by the DDM and State U/S for Management.</li> <li>✓ Gold Standard Position Changes Report for FY 2006 shared with OMB, indicating 5,374 overseas positions abolished in FY 2006 and 2,984 established, with a total of 75,542 authorized positions overseas (This includes a 16% vacancy rate).</li> <li>✓ 19 of 20 non-New Embassy Construction (NEC) rightsizing reviews submitted to State's Office of Rightsizing for review.</li> <li>✓ Bureau of Overseas Buildings Operations (OBO) submitted FY 2008 request for NEC construction projects based on right-sized staffing review numbers.</li> <li>✓ Guidance was sent to posts from the Joint Management Council on a three-tiered implementation for consolidating State and USAID administrative platforms overseas in co-located facilities.</li> </ul>



Green



Yellow



Red



Green



Yellow



Red





Yellow

**PROGRESS** (Fourth Quarter FY 2006) - Cont'd from previous page**Planned Actions for next quarter:**

- Summarize agency personnel and cost data collected in overseas staffing BDR. (OMB)
- Provided Post Personnel Gold Standard overseas staffing numbers on a rolling basis to agencies for validation. Establish validation process. (State)
- Demonstrate progress on consolidation of State/USAID administrative platforms at co-located posts. (State/USAID)
- FY 2007 NEC Rightsizing Review Process Interagency Kickoff. (State)
- Clearly define regionalization and centralization strategy and implementation plan (State).



## NSDD-38: Department of State Positions

State 152768 of September 14, 2006

1. National Security Decision Directive (NSDD) 38, signed by President Reagan on June 2, 1982, indicates that “all agencies with staffs operating under the authority of Chiefs of Mission will ensure that, in coordination with the Department of State, the Chiefs of Missions’ approval is sought on any proposed changes in the size, composition, or mandate of such staff elements.”
2. Although the Directive does not explicitly exempt the Department of State from this process, in practice most functional and regional bureaus of the Department have not sought formal COM approval before creating new direct-hire positions overseas. The result is that in some cases the first news post has of a new Department of State position is a Notification of Assignment telegram, which may arrive only weeks in advance of the employee filling that position.
3. Effective October 1, 2006, the procedures through which new Department of State overseas positions are created will include formal COM approval of the positions. As soon as HR has approved the new overseas position(s) and HR/RMA has issued an Authorization Notice, the bureau (regional or functional) which is establishing the position will seek COM approval through the NSDD-38 process. Only after COM approval has been received will bureaus forward the justification package to HR/RMA for classification. HR/RMA classifies all U.S. direct-hire overseas Foreign Service positions.
4. The NSDD-38 process, managed by the Office of Rightsizing the United States Government Overseas Presence (M/R), was automated on October 1, 2005. Bureaus will access the application from [nsdd38.state.gov](http://nsdd38.state.gov), and personnel entering data will need to obtain a logon from that website before using it for the first time. Most post-based personnel involved with this process have been processing other agencies’ NSDD-38 requests for the past year, and already have logons. Any bureaus currently sending NSDD-38 requests via cable should cease doing so effective October 1, and utilize only the automated application. Chiefs of Mission are expected to respond to NSDD-38 requests within three weeks via telegram; M/R will ensure that both the requesting bureau and HR have been notified of the COM decision. Post should also complete action on the NSDD-38 website by clicking on button marked “Make Decision” at the bottom of the page.
5. In most instances, positions created by the regional bureaus result from requests in the Mission Performance Plan or from extensive discussion between the bureau and the post. However, functional bureaus should ensure that any overseas positions proposed have been discussed, preferably well in advance, with COMs, to ensure that bureau and post priorities

are in line with one another, and if possible so that the position(s) appear(s) in the post's annual planning submission.

6. Since NSDD-38 applies only to direct-hire positions, and since virtually all locally employed staff are hired under PSA authority, these new procedures will not apply to locally employed staff. However, COMs are free to establish their own procedures at post for COM approval of locally employed staff and U. S. Personal Services Contractors. Bureaus employing USPSCs may also opt to seek NSDD-38 approval for these individuals, particularly if post administrative support is sought.
7. This expanded NSDD-38 system is designed to ensure that COMs exercise full authority over the staffing decisions that affect them, and that posts have adequate time and resources to address necessary security and administrative support issues such as office space, housing, sponsors, etc. Any questions about the NSDD-38 process should be directed to M/R Director Patrick Truhn, via e-mail or telephonically at 202-647-6518.



## Further Guidance On Strategic Vision For State-USAID Management Partnership - Joint Administrative Management Platforms

State 166405 of October 4, 2006

Reftels: (A) State 120279, (B) State 54462, (C) 05 State 220652

1. The Joint Management Council (JMC) has developed a three-tiered approach to implement the joint management platform referred to in the new strategic vision (reftel a). Under U.S. law and State Department guidance, the State Department, in selecting a site for any new embassy compound (NEC) or other new U.S. diplomatic facility abroad, must co-locate all U.S. Government personnel at post, unless such requirement is waived by the Secretary on the basis of security considerations and the national interest. Per reftel a, as State and USAID are restructuring our overseas presence to meet the challenges of transformational diplomacy and sustainable development, we will consolidate agreed-upon duplicative administrative services (reftel b) into one joint administrative management platform at co-located overseas missions, to contain growth and ensure cost containment of support services. The overseas service platform will be a streamlined operation made up of State and USAID employees providing the best and most cost-efficient administrative support to all USG agencies under one ICASS invoice. This message provides the first of a series of State/USAID guidance on the structure of the future platform, and lays out a tiered approach to implement this effort.
2. TIER 1: Posts where State and USAID are currently co-located or will be co-located on a NEC within FY-2007. These posts should develop plans to implement a joint management platform that combines the State and USAID common administrative functions as articulated and agreed upon for potential consolidation in reftel (b) under one ICASS invoice starting FY-08 (October 2007). Posts should not/not initiate any new Alternative Service Provider (ASP) model. Tier 1 posts where USAID currently provides ICASS ASP services are to proceed with developing implementation plans to consolidate those agreed-upon services under the joint management platform.
3. TIER 2: Posts where State and USAID will be co-located in FY-2008, 2009, or 2010. These posts should not/not initiate any new ASP model start-ups. These posts should develop implementation plans to consolidate those agreed-upon administrative services, beginning in FY-2008, with a view to providing consolidated services at the beginning of the fiscal year immediately following the move onto the NEC.
4. TIER 3: Posts where any plans to co-locate State and USAID will take effect in FY-2011 or

later. These posts should develop plans, if feasible, to consolidate those agreed-upon administrative services in ref (b) that should be reviewed as potential for consolidation, where efficiencies can be achieved.

5. Although initial guidance to posts recommended that either State or AID provide individual management services, the recently completed Strategic Vision (ref a) adopted a much more integrated approach by establishing consolidated sections. We commend the efforts you have made to eliminate duplication, but we ask Tier 1 and 2 posts that were planning to pursue an ASP model to discontinue moving in that direction at this time. The discussions and information you have gathered towards that effort will prove useful in developing the plan to move towards a joint management platform.
6. In order for the Strategic Vision's joint administrative support platform to be effective it must be implemented in a fair and transparent fashion. Although this is not a merger of our respective administrative management cones, it provides a consolidated operating structure that places State and USAID officers working side by side for the same goal, namely the appropriate management support of our entire U.S. mission abroad. This will require a true partnership of both our State and USAID field- and Washington-based officers to make this vision a successful reality. We will rely on field input to ensure that cost and quality remain key considerations in supporting our respective agencies' field operations.
7. State and USAID Washington are sensitive to the fact that both agencies are dealing with limited operating budgets. The planned transition of buying administrative services exclusively from ICASS (Tier 1 and 2 posts) poses legitimate concerns for USAID field staff in terms of receiving quality, timely, and also cost-efficient services. Cost-efficient means not only good value for the money but also affordable. For this reason, FY-2007 will be a virtual year for the transition into a single ICASS invoice model. It is important to note that this is not yet the time to plan for the transition of services beyond those identified in reftel (b). Specific information requested from posts is detailed in paragraph 12.
8. The joint administrative support platform will be headed by a U.S. direct-hire Management Officer and a Deputy Management Officer. Although the positions for these will continue to "belong" to State and USAID, under the Crossover Assignments Program either position may be filled by employees of State or USAID. State and USAID will establish a joint assignments process to ensure these new assignments are done with equity and fairness, and to ensure that the strongest candidates lead these critical functions. Further details on the structure and process will be addressed by the JMC HR and Shared Services Working Groups, and the JMC welcomes input from the field to ensure the success of this effort. As indicated in ref (b), the State Management Officer career track and the Executive Officer backstop will remain separate. State Management Officers and USAID Executive Officers placed into these positions will continue to be evaluated on their respective agencies' evalu-

ation forms and will continue to be reviewed by their respective agencies' review boards. Guidance on the performance evaluation process will be forthcoming. Those administrative support functions not subject to consolidation, as indicated in ref (b), will not be part of ICASS, and USAID staff performing these functions will report to the Deputy Mission Director, Mission Director, or USAID Representative at post.

9. Job security is on the minds of many, especially Locally Employed (LE) staff. Although the focus for consolidation will remain on the proper assignment of USDH staff, some State and USAID LE staff positions will likely be consolidated as we progress toward the elimination of ASPs and into a single ICASS invoice model. LE staff serving in the joint administrative management support platform will be employed by ICASS under Personal Services Agreements (PSAs). All consolidation of staff will be managed in a fair and transparent manner, and posts are reminded to use attrition to the extent possible in eliminating positions. In cases where reductions-in-force are necessary, adherence to local labor laws and post RIF policy are essential, and State and USAID LE staff positions are to be competed together on the same RIF registers and according to the same criteria, to ensure that the very best staff are brought together into one section. The joint platform will provide the foundation for raising the level of empowerment to LE staff, and at the same time reducing the number of USDH staff performing administrative support functions to be consolidated as stated in ref (b).
10. With your help, State and USAID in Washington will identify the milestones and policy and procedural issues that must be addressed to make this consolidation effort a success. The JMC Directorate, together with members of the JMC working groups, will be conducting a series of digital video conferences within the next few weeks, starting with those Tier 1 posts that are at the most advanced stages of consolidation, to answer questions, hear suggestions, and discuss those issues which will need Washington input to be resolved. The JMC working groups have been collaborating in their respective functional lines on a number of actions as they relate to realizing the goal of a viable joint administrative support platform. As posts encounter unresolved issues, arrive at innovative solutions, or wish to collaborate further with Washington, the JMC encourages direct contact with the Working Group co-chairs, either by phone or e-mail, or through the mailbox at the JMC website at [jmc.state.gov](http://jmc.state.gov).
11. More information will be provided soon via septels. Guidance will continue as needed until consolidation as agreed by the two agencies is reached. The guidance will also be posted on the JMC website at <http://jmc.state.gov> which serves as the authoritative repository for policy and implementation guidance. Posts which have recently completed rightsizing studies will already have received specific guidance on consolidation from M/R, and should now be developing implementation action plans if they have not already done so. Posts which have not completed rightsizing studies should work with the Office of Rightsizing



(M/R) to establish rightsized staffing levels. Management Officers will be contacted shortly by rightsizing analysts.

12. ACTION REQUESTED: Once Tier 1 posts have received rightsized staffing figures for the consolidated Management Section, the Financial Management office should determine, and report to both the State regional bureau budget office and the ICASS Service Center, the additional funds required in the post's FY-08 ICASS budget, exclusive of anticipated wage and price increases, to accommodate the additional ICASS personnel transferred from USAID. The USAID Mission should provide the Financial Management Office anticipated workload counts, and in turn should receive, and report to the Regional Bureau Controller and M Bureau, the additional amount USAID will expect to pay in its ICASS bill once it signs up for the additional cost centers being consolidated, as well as the savings in the Mission's OE budget from LE staff positions abolished or transferred to ICASS, and other non-personnel costs associated with functions that will no longer be self-provided. The JMC Shared Services Working Group is developing the format for this information to be reported back to Washington in a uniform format so that the cost impact can be fully assessed. It will be provided to all posts via septel. This will provide a tremendous opportunity to address the need for substantive ICASS reform, develop viable performance metrics to ensure quality, and incorporate best practices and lessons learned as we move forward in changing our business model. Tier 1 posts should establish working groups to discuss the best manner in which to conduct the analyses necessary to consolidate the agreed-upon services.

13. The list of posts by tier is as follows:

**TIER 1**

ACCRA  
AMMAN  
BAMAKO  
BEIRUT  
BELGRADE  
BISHKEK  
BOGOTA  
BRASILIA  
BRIDGETOWN  
CONAKRY  
DAR ES SALAAM  
DHAKA  
DUSHANBE  
FREETOWN  
GEORGETOWN  
ISLAMABAD  
JAKARTA  
JERUSALEM  
KABUL  
KAMPALA  
KATHMANDU  
LIMA  
LUANDA  
MANAGUA  
MEXICO CITY  
MINSK  
MOSCOW  
NAIROBI  
NEW DELHI  
NICOSIA  
PANAMA CITY

PHNOM PENH  
PODGORICA  
PORT AU PRINCE  
SAN SALVADOR  
SANAA  
TASHKENT  
TIRANA  
ULAANBATAR  
YEREVAN

**TIER 2**

ABUJA  
ADDIS ABABA  
ANTANANARIVO  
ASMARA  
ASUNCION  
BAKU  
BUJUMBURA  
COLOMBO  
DJIBOUTI  
HARARE  
KIGALI  
KINGSTON  
KINSHASA  
MANILA  
MONROVIA  
PESHAWAR  
QUITO  
SANTO DOMINGO  
SARAJEVO  
SKOPJE  
TBILISI

**TIER 3**

ASTANA/ALMATY  
BANGKOK  
BUCHAREST  
BUDAPEST  
CAIRO  
CHISINAU  
COTONOU  
DAKAR  
DILI  
GABORONE  
GUATEMALA CITY  
HA NOI  
JUBA  
KARACHI  
KHARTOUM  
KIEV  
LA PAZ  
LILONGWE  
LUSAKA  
MAPUTO  
PRETORIA  
PRISTINA  
RABAT  
SAN JOSE  
SANTO DOMINGO  
ST. PETERSBURG  
TEGUCIGALPA  
TEL AVIV  
WINDHOEK

14. If you have specific questions with regard to information contained in this cable or what is expected of your post, please contact (State, M/R - Patrick Truhn or USAID - Carla Royalty). All posts are also reminded that the State/USAID Shared Services Listserv (<http://lmlist.state.gov/archives/stateusaidsharedservices.html>) is a useful communication and collaboration tool for the myriad Washington offices and the State and USAID overseas managers and stakeholders to share experiences, ideas, and questions that may be applicable to other posts as we create the path forward. We will actively monitor that list serve to ensure that implementation issues and concerns that may arise are addressed by the JMC. Lastly, the JMC website at [jmc.state.gov](http://jmc.state.gov) also has a mailbox for employees to pass questions and suggestions, etc. to the JMC.

## Chief Of Mission Authority And Responsibilities

State 168672 of October 6, 2006

1. It is important that all Chiefs of Mission (COMs) regularly review all of their authorities and responsibilities under the President's Letter of Instruction, the 1980 Foreign Service Act, National Security Decision Directive (NSDD) 38, and other relevant laws, instructions, and agreements. These and other important documents, including Memoranda of Understanding between the Department of State and various Departments represented overseas, may be found on the Office of Rightsizing's Intranet website, accessible through the Office of Rightsizing (M/R) link at <http://m.state.gov>. The entire leadership of the Department, including myself, stands ready to help ensure that Chief of Mission authority is acknowledged and respected by other agencies. I have asked U/S Fore and M/R to follow these issues closely and work with you on an ongoing basis to accomplish our goals.
2. The President's Letter of Instruction, revised and approved June 30, 2003, addresses five broad areas: overall coordination; security; rightsizing; country clearance; and conduct. Each of these is discussed below.
3. **OVERALL COORDINATION:** As Chief of Mission, you are responsible for the direction, coordination, and supervision of all U.S. Government executive branch employees in country or at your Mission, regardless of their employment categories or location, except those under command of a U.S. area military commander or on the staff of an international organization. This includes personnel hired under direct-hire, eligible family member, personal service contractor, and personal services agreement mechanisms, and those on temporary duty (TDY). It includes Department of Defense personnel on official duty except those under the command of a U.S. area military commander.
4. All executive branch agencies under your authority, and every element of your Mission, must keep you fully informed at all times of their current and planned activities. You should ensure that your Mission's annual Mission Strategic Plan reflects the projected activities of all elements under your authority, not merely those of the Department of State. You have the right to see all communications to or from Mission elements, however transmitted, except those specifically exempted by law or Executive decision.
5. **SECURITY:** You have full responsibility for the security of your Mission and all the personnel for whom you are responsible, whether inside or outside the chancery gate. Unless an interagency agreement provides otherwise, you must protect all United States Government personnel on official duty abroad other than those under the protection of a U.S. area military commander or on the staff of an international organization, and their accompanying dependents. For Defense Department personnel, most Missions have signed Memoranda



of Agreement with the corresponding Regional Commander pursuant to the 1997 Memorandum of Understanding between State and Defense. These are to be reevaluated annually to ensure they remain current. If you are unsure whether your Mission has executed such a Memorandum, please contact the Office of Rightsizing (M/R) at (202) 647-6496.

6. **RIGHTSIZING:** You are responsible for the regular review of programs, personnel, and funding levels, and should ensure that all agencies attached to your Mission do likewise. Functions that can be performed by personnel based in the United States or at regional offices overseas should not be performed at post. In your reviews, should you find staffing to be either excessive or inadequate to the performance of priority Mission goals and objectives, I urge you to initiate staffing changes in accordance with established procedures. In your reviews, you should pay particular attention to ensuring that activities of one element or agency are not duplicative of those already provided by another. This applies to both programmatic functions and administrative support. Multiple motor pools and duplicative reporting are an unnecessary burden on the U.S. taxpayer.
7. All Missions are required to conduct formal rightsizing studies every five years or in conjunction with new capital construction projects; your point of contact for such studies will be the Office of Rightsizing (M/R).
8. Under National Security Decision Directive (NSDD) 38, every executive branch agency under your authority must obtain your approval before changing the size, composition, or mandate of its staff. Department of State bureaus are required to submit all requests for new positions for COM approval. An NSDD-38 request should be the last step in a dialogue between the agency and the COM in the planning process. If a Department head disagrees with you on staffing matters, that individual may appeal your decision to the Secretary of State. In the event the Secretary is unable to resolve the dispute, the Secretary and the respective Department head will present their differing views to the President for decision. The NSDD-38 process was automated in October 2005, and is managed by M/R, which has recently published a guide for agencies contemplating establishing an overseas presence; that guide is available on M/R's Intranet and Internet websites, <http://m.state.gov/shortcut.cfm/NM5> or <http://www.state.gov/m/r>.
9. **COUNTRY CLEARANCE:** All United States Government personnel other than those in country under the command of a U.S. area military commander or on the staff of an international organization must obtain country clearance before entering your country or visiting your international organization on official business. Separate procedures apply for GAO personnel and Congressional staffers. Military personnel under regional commands send clearance requests through their channels to the Defense Attache. You may refuse country clearance or may place conditions or restrictions on visiting personnel as you determine necessary.



## Introduction to the Rightsizing Guide

In FY 2005, the Department implemented rightsizing procedures, techniques and methods which realized the mandate from Congress and the President to conduct rightsizing analyses of the U.S. Government's Overseas Presence. The processes have been gathered together in the following Rightsizing Guide. The instructions in the Guide have been approvingly reviewed by the Office of Management and Budget (OMB).

There are four basic documents in the Rightsizing package that we provide to posts to conduct rightsizing exercises:

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### Rightsizing Procedures

**Abstract:** The booklet is a general summary of general rightsizing principles and the considerations that post's should make in conducting rightsizing analyses. It also includes formatting instructions for the completed report. Because these reports go to OMB and Congress, and the Department must often provide summary statistical analyses of our overseas presence, it is important that these reports, text and data, be easily comparable post to post as well as easily aggregated.



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### Matrix

**Abstract:** The Services Matrix allows for a simple graphic exploration of ICASS-like services at post and possible areas of duplicative or non-essential activities.



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### Competitive Sourcing Template

**Abstract:** This template responds to the Department's requirement from the Office of Management and Budget's (OMB) to conduct a Performance and Rating Tool (PART) on Competitive Sourcing at every post world-wide over the next four years.



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### Report Template

**Abstract:** A common format is important when dozens of reports a year, over five years some 170 reports will be forwarded to OMB and Congress. The ability to easily extract information on a post or combine the information on several posts is an important requirement of the format. Following the instructions for the format ensures that all the information required is included.







# Rightsizing Procedures Table of Contents

<b>24</b>	<b>The Rightsizing Mandate</b>
<b>24</b>	<b>Chief of Mission's Certification</b>
<b>25</b>	<b>What is Rightsizing?</b>
<b>25</b>	<b>Getting Started</b>
<b>26</b>	<b>Format and Procedure for the Rightsizing Review</b>
26	Section I: Mission Goals and Objectives, Analysis of Duplicative Activity
26	Section II: Competitive Sourcing Regionalization and Substitution of LES for USDH
28	Section III: Mission Staffing Levels
29	Section IV: ICASS Service Matrix
30	Section V: Post Personnel and the Long Range Overseas Building Plan
<b>30</b>	<b>Additional Instructions on Administrative Services</b>
<b>31</b>	<b>Ratio Analysis</b>
<b>32</b>	<b>A Word About Particular Situations</b>
32	Consulates
32	Five-Year Guidance
<b>32</b>	<b>Available Guidance</b>
<b>33</b>	<b>What Happens Next?</b>
<b>33</b>	<b>Chief of Mission's Certification</b>
<b>35</b>	<b>Rightsizing Checklist</b>

## The Rightsizing Mandate

The Under Secretary for Management's Office of Rightsizing the USG Overseas Presence (M/R) is the Congressionally-mandated office responsible for managing the rightsizing of the US Government abroad. Congress requires that a Rightsizing Review be conducted by M/R: (1) on every capital construction project the Department wishes to propose to Congress, and (2) on 20% of all missions annually (identified as Five-Year Study posts). Rightsizing the USG Overseas Presence is also a key initiative of the President's Management Agenda. The Lead Agency for Rightsizing is OMB, which has in turn designated the Department (M/R) as the lead agency for implementation. Rightsizing Reports approved by M/R are submitted to OMB and appropriators. Without an approved rightsizing report, OMB will not forward projects to Congress, and Congress will not budget or fund a capital construction project.

A rightsizing review eliminates or justifies any duplicative or parallel functions currently at post, considers the possibilities for reducing U.S. Government employees at post by taking advantage of regionalized or globalized service organizations, determines whether some jobs can be performed effectively by locally-engaged staff (LES) rather than US direct-hire employees, and outsources as feasible non-core and non-governmental functions.

The President's letter to the Chief of Mission charges the COM with reviewing functions and staff and with ensuring that excess staff is adjusted. The Secretary emphasized this requirement in a cable to the field in 2003; the ICASS Executive Board also advises posts to eliminate duplicative services at post. The Government Accountability Office has noted that ICASS's failure to live up to its promise of cost containment has been in part because of wasteful duplication of administrative services at missions overseas. Department policy now requires that rightsizing considerations be incorporated into posts' Mission Strategic Plan submissions and rightsizing is also a mandatory element in Bureau Strategic Plans. This responsibility of Chiefs of Mission to ensure that the size and composition of the mission under their authority is appropriate to carry out its mission has been oft repeated and is not new, but the emphasis is now greater than ever. In particular, COMs are expected to ensure the consolidation of as many activities as possible to minimize staff, thereby containing costs and exposing fewer employees (Americans and Locally-Engaged Staff) to security risks, while meeting programmatic requirements and maintaining administrative support service quality.

## Chief of Mission's Certification

When the Mission completes the Rightsizing Study and Staffing Projections, the Mission must forward these documents to the Regional Bureau Executive Director under cover of a memorandum from the Chief of Mission certifying that the Chief of Mission has reviewed every staff element and agency under Chief of Mission authority and approves projected levels. A sample is included as Appendix A.



## What is Rightsizing?

Rightsizing does not necessarily mean downsizing. It may mean downsizing, in some cases, particularly as we seek to enhance security and respond to increasing budget pressures; but a thorough analysis of USG overseas operations may also justify staffing increases. It is clear, for example, that factors such as emerging Homeland Security requirements, changes in the visa processes, the Global War on Terror, and the President's Emergency Plan for AIDS Relief, will result in staffing changes at a mission. A rightsizing analysis will lead to transfers of resources from one mission goal to another even as we seek to enhance security and operational efficiency through regionalization and centralization. Rightsizing is emphatically not solely a Department of State issue: it applies to all USG agencies operating under COM authority overseas.

We use the General Accountability Office's (GAO) definition of rightsizing as our optic: "Rightsizing [is] aligning the number and location of staff assigned overseas with foreign policy priorities and security and other constraints. Rightsizing may result in the addition or reduction of staff, or a change in the mix of staff at a given embassy or consulate." (GAO-02-780 *Overseas Presence: Framework for Assessing Embassy Staff Levels Can Support Rightsizing Initiatives*, p. 1, July 2002)

## Getting Started

Be sure to include all agencies, constituent posts, embassy offices, etc. in your analysis. You may use the ICASS Council, Working Group, or any ad hoc arrangement as a vehicle for discussion and formulation of the report and corresponding data. For large posts we recommend using the same discussion groups which prepared the MSP goal papers, since the rightsizing review uses those goal papers as a starting point and asks posts to analyze how well the resources devoted to them are realizing the desired results. Be sure to be as inclusive as possible, reaching out to all sections and agencies of the Mission. Insist that agency representatives seek guidance from their headquarters on long-range planning involving their agency. M/R will ultimately forward your submission to other agencies' Washington headquarters for comment, but inviting input from the beginning will facilitate communication.

Remember that your goal is five years out. For those posts getting New Embassy Compounds, there is roughly a five-year period from the date you start your rightsizing study to the time you cut the ribbon on your new building. The rightsizing study you develop is the end-state that OBO will build to. For posts not receiving a new building, your rightsizing study is good for five years, so you should cover your vision for your post in that timeframe. Your projected staffing pattern in the study must match the records in the Post Personnel database.

The Office of Rightsizing (M/R) will conduct digital video conferences (DVCs) with all posts conducting rightsizing studies which have DVC capability, with participation from the regional bureau executive office and other interested partners in Washington. For those posts without DVC connectivity we will organize a conference call. We have found such vehicles invaluable in improving posts' understanding of what we are looking for, as well as the quality of the finished product.

M/R is also prepared to visit posts that request such assistance and which would benefit from on-the-ground consultations. If you would like a visit, please let your M/R analyst know early on, so that travel may be budgeted and scheduled.

Although the post's report is to be submitted to the regional bureau executive office, we strongly recommend that individual goal segments be submitted during the drafting stage to M/R for review so that we may provide guidance along the way. This will lead to more expeditious approval of rightsizing reviews.

## Format and Procedure for the Rightsizing Review

### Section I: Mission Goals and Objectives, Analysis of Duplicative Activity

1. **Narrative:** For each performance goal, identify the mission elements currently supporting that goal, and analyze their specific value added in meeting the objectives.
2. **Assessment:** Assess areas of duplication, activities which are no longer required or may require adjustment of resource levels, and identify activities which require increased resources to achieve their objectives (unmet needs). All proposed increases or decreases in staffing must be accompanied by full justifications. Use metrics wherever possible (e.g., NIV applications have risen by 65% over the past two years, resulting in the need for two additional consular officers).
3. Based on this assessment, determine whether that goal is rightsized, or needs increased or decreased staffing. At the end of the assessment please indicate, in parentheses, any proposed changes (e.g., DAO -1 USDH desk, POL +1 LES desk).

Your rightsizing report may include as many goals as you like, but it is essential that your analysis and assessment in this section cover every mission element: all State sections and all non-State agencies. If a mission element does not play any role in the mission's goals and objectives, the need for its continued presence should be questioned, and a plan for its relocation developed, as appropriate.

### Section II. Competitive Sourcing, Regionalization, and Substitution of LES for USDH

#### Competitive Sourcing

Competitive Sourcing is a methodical way of evaluating whether commercial services should be performed using government employees or contractors. As part of the Program Assessment Reporting Tool (PART), a methodology utilized by OMB to gauge the success of a program, the Department is required to conduct and report on competitive sourcing analyses of its overseas functions. This is performed in conjunction with the periodic rightsizing exercises.

Post should document its assessment of all services, including but not limited to those performed under ICASS, for potential contractor performance to demonstrate Department efforts to control service costs and improve quality. A template for this documentation is posted on the M/R website

with these rightsizing instructions.

1. **Categorize existing functions:** Functions performed by Government FTE, whether Locally-Employed (LE) Staff or Foreign Service personnel, may be classified as either “inherently governmental” or “potentially commercial.” An inherently governmental function is one that must be performed by a government employee because the function requires significant discretion in decision-making that would bind the Government to take a course of action.

Examples would include a Consular Officer who decides whether a visa should be issued, a Financial Specialist with certifying authority, Human Resources Officer who determines who will be hired and at what salary, and a Contracting or Grants Officer who decides who will receive a contract or grant and at what value. Commercial services, by contrast, are services that are routinely provided by the marketplace through private contractors. These would include gardeners, maintenance workers, drivers, and other functions that do not involve significant discretion in decision-making. Using the competitive sourcing template on the M/R website to assess all ICASS cost centers, as well as other potentially commercial functions (e.g., translators, language teachers), identify them as either “inherently governmental” or “potentially commercial.”

2. **Determine whether the potentially commercial function should be subject to market analysis or not:** This determination is based on any issues affecting performance of a function by a contractor. For example, at some posts it may not be possible, because of local security threat conditions, to use commercial providers for motor pool services even if they are readily available and cost less than government employees. Posts should consult with their RSO for post-specific information at this stage. Should security reasons preclude permitting a contractor to perform a commercial function, the RSO should provide the rationale. Posts should also ensure that contracting out of services/functions currently performed by local staff does not cause problems with host country labor law, and expose the USG to significant litigation. During step 2, identify any concerns that might influence a decision not to review a commercial function for performance by contractor personnel. Document a decision not to evaluate a commercial provider with a brief rationale. In some cases, although a function is potentially commercial, it would not actually be subject to market analysis because the scale of activity is so small.
3. **Survey the marketplace:** Post should determine whether the required services are readily available on the local economy. This is the so-called “yellow pages” exercise; if the sources are not available, the competitive sourcing process stops here. If they are available, the manager of the function should draft a short statement of work describing the required work, including information on historical or anticipated workload. Market research should be performed by the General Services Procurement Office, with assistance and input, as appropriate, from the Foreign Commercial Service office or any other source familiar with local market conditions. Internet research or other announcements may also be utilized.
4. **Developing the business case:** Compare in-house versus contractor performance costs. Use the template provided on the M/R website for this purpose. The cost of contractor performance may be obtained through soliciting quotations or comparing existing pricing information such as advertising, price lists, or comparable contracts. In comparing prices, if the anticipated savings



is less than 10 PERCENT , in general the service will be retained in-house unless there are other advantages (e.g., quality) to be gained by outsourcing. If contractor costs appear to be advantageous to the government (i.e., cheaper than in-house performance of the function), conduct a formal solicitation, verify that the proposed performance standards by the contractor selected are acceptable, and, if they are, award a contract to the most advantageous contractor. Note that some vendors may have difficulty accurately placing costs into the categories provided in the standard template. In such cases, posts may need to adjust the template categories to better describe the data at post and reflect special, local circumstances.

5. **Ensure you have a “soft landing strategy”:** Competitive sourcing may involve displacing current staff if a decision is made to replace a function currently performed by LE Staff (locally resident foreign national and American direct-hire and PSA staff) with a commercial contract. Successful outsourcing of commercial functions depends on having a well-thought-out “soft landing strategy” to assist displaced staff. Entitlements payable to personnel involuntarily separated vary by country. All posts should have a current mission-wide reduction-in-force plan in their LE Staff handbook prior to beginning this exercise.

### Regionalization

Identify all activities (of all agencies) not performed at your post, because they are performed on your behalf by regional or U.S.-based Government personnel. These may be programmatic (e.g., Customs, Commerce) or administrative (e.g., position classification, voucher examining). The President’s Letter of Instruction to Chiefs of Mission states:

“I ask that you review programs, personnel, and funding levels regularly, and ensure that all agencies attached to your Mission do likewise. Functions that can be performed by personnel based in the United States or at regional offices overseas should not be performed at post.”

Identify any activities presently performed at your post which may be outsourced to a regional center.

### Substitution of LES for USDH Positions

Identify USDH positions for which LES may be substituted. If you are unable to make any substitutions at this time, explain why and what steps you will take to get to this point.

## Section III. Mission Staffing Levels

Complete the Summary Staffing Table, including all sections/agencies, showing current staffing levels, projected staffing levels, and the net change (+ or -). The Summary Staffing Table must agree with the data in Post Personnel. M/R will forward to post an Excel spreadsheet template to use; one is also posted on the M/R Intranet website. Post should modify as necessary to match local conditions, but maintain the overall structure so as to ensure consistency across different rightsizing studies.

## Section IV. ICASS Service Matrix

One crucial element of the rightsizing review will be a matrix inventory of ICASS services and the ICASS subscribers at post. A standard format is attached. Lite posts should also use the standard matrix to identify those sub-services where customer agencies do not participate. This will allow post to identify those specific services where agencies non-participate in a service by way of a modification, and may be engaged in duplicative activities.

The Service Matrix will clearly show which services are provided to which agencies, and which not. In every instance where an agency or budget element does not subscribe to an ICASS service, an explanation and/or analysis of why they do not subscribe should be included, even if only a sentence or two; e.g., a service is provided to the agency from the United States or the agency simply doesn't need such a service and doesn't provide it to itself or its employees. If there are special reasons for an apparent duplication (geographic location or a specialized program component of service), that should be explained as well.

## Section V. Post Personnel and the Long-Range Overseas Building Plan

The staffing information in Post Personnel is the basis for considering rightsized staffing. For posts receiving a NEC, Post Personnel must include all current positions in the mission (all employees in mission facilities and other facilities, and non-employees or contractors in mission facilities). Projected positions (to be added or abolished) must also be included in Post Personnel.

As of October 1, 2006, Post Personnel is being used to populate the OBO LROBP (database) so that posts will not need to maintain two databases. Post Personnel must be complete and include a count of all projected staff, American and FSN, desk and non-desk, CAA and non-CAA, appropriately grouped by all components of all agencies, with descriptive job titles, employment status and grade. For posts not receiving a NEC, completing a rightsizing review as part of the five-year process, Post Personnel will populate the CSCS (Construction Security Cost Sharing) database. Project in Post Personnel the addition or abolition of positions as the rightsizing study indicates.

Post Personnel will need to be completed for all agencies and staff of the mission who will not be resident in the NEC. The CSCS Staffing Pattern will need to be completed by adding all projected positions (established and abolished positions) that will be in the NEC and in the mission. Please be sure to identify those positions which will occupy space in the NEC and those which will not.

It is essential that the Post Personnel data and the Summary Staffing Table match. Please take extra time to verify that there are no discrepancies.

## Additional Instructions on Administrative Services

While all rightsizing efforts and suggestions are welcome, one of the most easily identifiable areas of duplication at many posts is administrative support services. Posts should pay careful attention to:

- The elimination of any services that are duplicative or similar to ICASS services at post;
- The elimination of separate housing pools;
- The creation of property pools, especially residential furniture, furnishings, appliances and equipment (FFA&E) pools.

For posts receiving new embassy compounds, all administrative positions of all agencies including ICASS should be removed from their owning agency on the staffing projection and placed in one location in the staffing projection called Joint Management Service Section. The NEC will be constructed with spaces for the administrative staff of the Mission only as co-located or consolidated staff. The staffing projection should have no administrative personnel identified elsewhere in the mission (drivers, janitors, procurement, administrative assistants, etc.), except in one part called Joint Management Services. A driver is a driver, an HR Specialist is an HR Specialist, warehouse staff is warehouse staff, regardless of agency. We must overcome creating physical impediments to consolidation of services and cooperation between like functions of the U.S. Government overseas. Such an arrangement will improve the working cooperation of the personnel and is a clear statement of the intention of the COM to deal with consolidation. In general, merging and consolidation lead to efficiencies, economies of scale and standardization, which, when properly managed, translate into reduced cost with equivalent or superior service. As such, this effort directly responds to the ICASS Executive Board's call for reducing the cost of support services.

OMB has specifically tasked the Department to identify and eliminate unnecessary duplicative or parallel functions concurrent with moves to a NEC; for those duplicated services which will not be eliminated, the embassy must provide a justification which will withstand the scrutiny of OMB and Congress.

### Specialized programmatic functions

When considering whether duplication exists, agency-specific functional requirements should be considered; similar title of the job or function is not, by itself, determinative. If an agency has specialized program managers, as, for instance, USAID and DCMA may have in contracting, ICASS may or may not be able to provide such services. However, procurement management which provides contracting solely to meet administrative requirements would be duplicative since that is a service ICASS offers. Other functions which may be designated specialized programmatic functions should be similarly scrutinized. These considerations only affect decisions regarding consolidation of these services. Like functions; e.g., contracting, must be co-located whether consolidated or not.

## Co-location, Consolidation and Annexes

Like functions should always be co-located to the maximum extent possible. For instance, programmatic personnel of agencies involved in providing foreign assistance should be co-located along with other programmatic elements of the mission, in the chancery. Law enforcement elements should also be co-located. Co-location facilitates closer working relationships among Chief of Mission staff, and enables better coordination of mission programs. Likewise, all administrative functions whether or not consolidated into one administrative platform should nevertheless be co-located. E.g., Agencies with their own IT systems should be co-located (personnel, servers, equipment) with the ICASS information service center.

Generally speaking, the fact that a mission may be located in several annexes is not sufficient to justify separate service providers at each annex. The Department of State has many missions abroad that are located in annexes (chancery in one place, consulate section on the other side of town, GSO warehouse out of town) but it has never been an efficient or economical practice to create separate management sections for each annex. And so it is with agencies in separate annexes. To the maximum extent possible, the Chief of Mission should rationalize the placement of all functions among the annexes of the mission to encourage more efficient operations administratively and programmatically.

## Non-ICASS Services

While support services are primarily encompassed within ICASS, it may be that certain support services (e.g. some security or communications services) might fall outside of ICASS. Posts are encouraged to identify and explore options for eliminating duplication, competitive sourcing, or regionalizing those support service areas also.

## Ratio Analysis

The optimum PART ratio of administrative support staff to customers has been determined to be 1:18. (This assumes that each administrative service will be provided from one consolidated administrative platform.) To determine the current or projected ratio at your post, add all of the non-ICASS American staff reported through Basic Package and divide by the corresponding number of American ICASS staff reported for Basic Package. For example, if a post has 96 American employees of which four are State/ICASS, then the PART ratio is  $(96-4)/4 = 23:1$ . This ratio involves American employees only. In certain circumstances, posts may not be able to reach the target ratio because of specific local conditions, and in any case this figure should not be held as an absolute number, but rather as a guideline, particularly for posts in developed countries.



## A Word About Particular Situations

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### Consulates

Not all of the instructions above can be made to apply to Consulates. Generally, there is no duplication of services at a consulate in terms of agencies competing with one another. However, it is often the case that Consulates have been provided additional staff to perform services that could just as easily, and more efficiently, be provided by the Embassy; e.g., a voucher examiner or commercial work, or from a regional center. Embassies, certainly with the Consulates' participation, must do the rightsizing study of consulate staffing and determine whether the consulate is appropriately staffed.

All posts, including constituent posts, require individual detailed staffing in Post Personnel. Total staffing at each consulate should be included as separate line items on the main page of the Summary Staffing Table to arrive at a mission-wide total. A separate Summary Staffing Table should then be prepared for each constituent post. Post should also break out staffing for mission element staffing not located in mission facilities. See template for examples of how this is done.

### Five-Year Studies

Posts involved in Five Year Studies do not have some of the advantages of adapting a new building to the present staffing requirements. Nevertheless, posts must take the steps of determining existing staffing and projected staffing, and then conducting a rightsizing study of that staffing. With a NEC project, the building will be the product of that study. For existing facilities, the post must take a radical look at how agencies/sections are placed in current facilities with an eye to maximizing operations through appropriate placement of personnel and sections. The co-location of all administrative functions mentioned above will sometimes create a great deal of displacement of staff within existing facilities, but may still be feasible. Outsourcing and replacement of U.S. direct-hire staff with locally-engaged staff are further options to reduce the overall footprint and improve efficiency.

## Available Guidance

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During the entire phase of preparing the rightsizing report, the post is encouraged to maintain an active dialogue with the Office of Rightsizing (M/R) as well as the Regional Bureau (Executive Office, Desk, and PD Desk). As indicated above, the Office of Rightsizing will conduct DVCs with posts after they have had initial meetings to discuss their approach to rightsizing; this will give everyone an opportunity to participate in a group discussion to ensure that the post is on the right track. If necessary, the M/R analyst may also travel to post to meet with agency officials and assist the post in realizing its rightsizing objectives or in achieving inter-agency consensus.

Post's rightsizing analyst from M/R will send the post, along with these instructions, a sample rightsizing report and a staffing table template. These should serve as models for the post's submission, though individual cases will obviously differ.

## What Happens Next?

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Post will provide its rightsizing package to its Regional Bureau Executive Director. The package will include at a minimum:

- The Chief of Mission's Certification;
- The Rightsizing Report with Summary Staffing Table, as described above and outlined in the sample report sent to post;
- The ICASS Services Matrix; and the
- Competitive Sourcing Module

The regional executive office will then forward the Bureau-approved post staffing projection and Bureau-approved rightsizing package to M/R. M/R will review and approve Rightsizing Reports, or provide comments back to the Bureau on areas in which M/R has questions or concerns about post's rightsizing plan. For NEC projects, M/R will notify OBO when the staffing projections and Rightsizing Reports have been approved.

The final audience for all Rightsizing Reports is OMB, GAO and Congress. These reports are mandated by Congress. OMB closely reads these reports, especially for NEC projects, in correlating the Department's budget requests. GAO has this area of the Department's endeavors under constant scrutiny. As you conduct your rightsizing exercise, and document your efforts via the reporting, please keep this audience in mind.

### Chief of Mission's Certification

In accordance with the instructions of the President and Congressional requirements, I certify that my Country Team and I have carefully considered all the components of U.S. Mission in (country). The staffing reflected in the enclosed Staffing Pattern/Projection is correct. The Rightsizing Report comprehensively discusses the essential purpose of each agency and position. The goals of this mission are reflected in the Goal Paper and the Mission Performance Plan.

New positions and agencies projected in out-years have been confirmed with each agency. I consider all such agencies and positions essential to the future requirements of this mission.

I have directed the elimination of all duplicative functions among agencies of the Mission. My Country Team and I have considered the available options for regionalizing and competitively sourcing both program and program support requirements. Functions that can be performed by personnel based in the United States or at regional offices overseas are not be performed at post. All Mission elements, current and projected, in (country) are essential and are the minimum necessary for the proper performance of the Mission's responsibilities.

Sincerely,

(name)

## Rightsizing Checklist

Each post should begin with the following basic set of questions about the goals and functions of the Mission.

### MISSION PRIORITIES AND REQUIREMENTS

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1. What are the post's priorities (i.e., USG priorities)?
2. Does each agency's mission reinforce post priorities?
3. What are the staffing levels and mission of each agency?
4. How do agencies determine their post staffing levels?
5. Is there an adequate justification for the number of employees at each agency compared with the agency's mission?
6. Is there adequate justification for the number of direct hire personnel devoted to support and administrative operations?
7. Is the mix between US and LES employees optimal?
8. To what extent are mission priorities not being sufficiently addressed due to staffing limitations or other impediments?
9. To what extent are workload requirements validated and prioritized and is the post able to balance them with core functions?
10. Do the activities of any agencies overlap?
11. Given post priorities and the staffing profile, are increases in the number of existing staff or additional agency representation (i.e., agencies not currently represented at post) needed?
12. To what extent is it necessary for each agency to maintain its current presence in country, given the scope of its responsibilities and its mission?
13. Could an agency's mission be pursued in other ways?
14. Does an agency have regional responsibilities or is its mission entirely focused on the host country?



## PHYSICAL/TECHNICAL SECURITY OF FACILITIES AND EMPLOYEES

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1. What is the threat and security profile of the post?
2. Has the ability to protect personnel been a factor in determining post staffing levels?
3. To what extent are existing office buildings secure?
4. Is existing space being optimally used?
5. Have all practical options for improving the security of facilities been considered?
6. Do issues involving facility security put the staff at an unacceptable level of risk or limit mission accomplishment?
7. What is the capacity level of the host country police, military, and intelligence services?
8. Do security vulnerabilities suggest the need to reduce or relocate staff?
9. Do health conditions in the host country pose personal security concerns that limit the number of employees that should be assigned to the post?

## COST OF OPERATIONS

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1. What is the post's total annual operating cost?
2. What are the operating costs for each agency at post?
3. To what extent are agencies considering the full cost of operations in making staffing decisions?
4. To what extent are costs commensurate with the post's overall strategic importance, with agency programs, and with specific products and services?

## CONSIDERATION OF RIGHTSIZING OPTIONS

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1. What are the mission, security, and cost implications of relocating certain functions to the United States, regional centers, or to other locations, such as commercial space or host country counterpart agencies?
2. To what extent could agency programmatic and/or routine administrative functions (e.g., procurement, logistics, and financial management functions) be handled from a regional center or other locations?
3. Do new technologies and transportation links offer greater opportunities for operational support from other locations?

4. Do the host country and regional environments suggest there are options for doing business differently, that is, are there adequate transportation and communications links and a responsive private sector?
5. To what extent is it practical to purchase post services from the private sector?
6. Does the ratio of support staff to programmatic staff at the embassy suggest opportunities for streamlining?
7. Can functions be reengineered to provide greater efficiencies and reduce requirements for personnel?
8. Are the functions of the mission appropriately co-located in all mission facilities; e.g., like programmatic activities are located together, like administrative functions are located together in one facility?
9. Are there best practices of other posts or private corporations that could be adapted by the post?
10. To what extent are there US or host country legal, policy, or procedural obstacles that may impact the feasibility of rightsizing options?



# Rightsizing Service Matrix: ICASS Services Subscription

ICASS SERVICES: FY 2006			POST NAME:																								
Cost	Cost Center	Agency and Agency Code	9733.0 DEFENSE THREAT REDUCTION AGENCY	9714.0 SOCEUR J-35	9705.0 DEFENSE INTELLIGENCE AGENCY	7227.0 AID-FREEDOM SUPPORT ACT	7203.1 AID-OPERATING EXPENSES, MISSIONS	7023.0 DHS - CUSTOMS, INTERNATIONAL AFFAIRS	4400.0 PEACE CORPS	2144.3 ARMY-AVIATION & MISSILE COMMAND (AMCOM)	2142.1 ARMY-CORPS OF ENGINEERS	2121.1 ARMY-US EUROPEAN COMMAND (EUCOM)	2065.0 TREAS-INT'L AFFAIRS-OFFICE OF TECHNICAL	1967.0 PUBLIC DIPLOMACY (FORMER USA)	1942.0 STATE - DS	1940.0 STATE-BUREAU FOR REFUGEE PROGRAMS	1931.0 STATE-MSG SUPPORT	1930.0 STATE - NARCOTICS	1920.0 OVERSEAS BUILDINGS OPERATIONS	1901.0 ICASS	1900.0 STATE	1525.0 JUSTICE-FEDERAL BUREAU OF INVESTI- LEG	1515.0 DOJ - CRIMINAL DIVISION	1150.0 DEFENSE SECURITY COOPERATION AGENCY			
5449	DTSP0 IVG Lines	No. of Instruments Serviced																									
5458	Information Management Technical Support	No. Of Peripherals																									
5624	Health Services	No. Authorized Users																									
5826	Non-Residential Local Guard Program	Net Sq. m. Occupied Non-Res																									
5827	Security Supplemental	Net Sq. m. Occ. by Agencies																									
5880	Security Services	No. of Americans and LES																									
6150	Basic Package	No. DH Americans																									
6443	Community Liaison Office	No. Svced Amer,TCNS, Contrctrs																									
	General Services																										
6132	Vehicle Maintenance	No. Vehicles Maintained																									
6133	Administrative Supply Services	Dollar Value of Supplies Issue																									
6134	Procurement Services	No. of Executed Proc. Docm'nts																									
6135	Reproduction Services	No. Copies Printed / Reprod.																									
6136	Shipment and Customs Services	No. Shipments Sent / Recvd																									
6139	Direct Vehicle Operations	No. Miles Driven																									
6143	Non-Expendable Property Mang	No. of Item Inventoried																									
6148	Leasing Services	No. Leases Maintained																									
6462	Travel Services	No. Travelers Serviced																									
	Information Management																										
6192	Pouching Services	Wt. Pouches Sent																									
6194	Mail & Messenger Services	No. DH Amer (& LES if no DH)																									
6195	Reception and Switchboard Services	No. Instr Svcd Switch/Direct																									
	Financial Management Services																										
6211	Budgeting & Financial Plans	% of Time Spent Budgeting																									
6221	Accounts and Records	No. of Obligations																									
6222	Payrolling	No. Americans & LES Payrolled																									
6223	Vouchering	No. Vouchers Processed																									
6224	Cashiering	No. VchrsPaid,AccomExch,Cltns																									
	Personnel Services																										
6441	American Personnel Services	No. DH Americans																									
6451	Locally Engaged Staff Services	No. LES Serviced																									
	BOE Expenses																										
7810	GO_LTL Residential Bldg Ops	Net Sq. m Occupied																									
7820	GO_LTL Non Residential Bldg Ops	Net Sq. m Occupied																									
7850	STL Residential Bldg Operations	Net Sq. m Occupied																									
7860	STL Non Residential Bldg Operations	Net Sq. m Occupied																									
	Miscellaneous Services																										
	Furniture, furnishings, appliances & equipment pool																										
	Other																										

## Instructions:

Enter X for fully subscribed, .6 and 3. as appropriate for modifications, and blank for not subscribed. For those services at a Lite post that are aggregated (GSO, FMO, IM, etc.), if the agency is fully subscribed or not subscribed at all to a cluster, then you don't need to make any further notations in the sub-services. If they are modified in that cluster, please make a notation as to which sub-services the agency receives and which not based on the modification.



# Rightsizing Service Matrix: ICASS Services Actual Workload Account

ICASS SERVICES: FY 2006			POST NAME:																								
Cost Center Code	Cost Center	Agency and Agency Code	9733.0 DEFENSE THREAT REDUCTION AGENCY	9714.0 SOCELR J-35	9705.0 DEFENSE INTELLIGENCE AGENCY	7227.0 AID-FREEDOM SUPPORT ACT	7203.1 AID-OPERATING EXPENSES, MISSIONS	7023.0 DHS - CUSTOMS, INTERNATIONAL AFFAIRS	4400.0 PEACE CORPS	2144.3 ARMY-AVIATION & MISSILE COMMAND (AMCOM)	2142.1 ARMY-CORPS OF ENGINEERS	2121.1 ARMY-US EUROPEAN COMMAND (EUCOM)	2065.0 TREAS-INTL AFFAIRS-OFFICE OF TECHNICAL	1967.0 PUBLIC DIPLOMACY (FORMER USIA)	1942.0 STATE - DS	1940.0 STATE-BUREAU FOR REFUGEE PROGRAMS	1931.0 STATE-MSG SUPPORT	1930.0 STATE - NARCOTICS	1920.0 OVERSEAS BUILDINGS OPERATIONS	1901.0 ICASS	1900.0 STATE	1525.0 JUSTICE-FEDERAL BUREAU OF INVEST- LEG	1515.0 DOJ - CRIMINAL DIVISION	1150.0 DEFENSE SECURITY COOPERATION AGENCY			
5449	DTSP0 IVG Lines	No. of Instruments Serviced																									
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7860	STL Non Residential Bldg Operations	Net Sq. m Occupied																									
	Miscellaneous Services																										
	Furniture, furnishings, appliances & equipment pool																										
	Other																										

## Instructions:

Enter the number of your workload counts, the ones you have. If you are a Lite post, you won't have all the workload counts for all the services, but you will have some. While GSO is per capita, most embassies still track miles driven per agency, number of customs/shipping actions per agency, etc.



## Competitive Sourcing Template

*For more informaton about using the template, see Rightsizing Procedures, Section II, Item 4, “Developing a business case” (p. 29.)*

Only worksheets for services that post has identified are NOT inherently governmental AND where there is potential on the local market to outsource need to be filled out.

In comparing prices, if the anticipated savings is less than 10%, in general the service will be retained in-house unless there are other advantages (e.g., quality) to be gained by outsourcing.

All cells highlighted in **YELLOW** are data required to cost out the business case to determine whether post should either commercially outsource or keep the service in-house.

### CAPITAL SECURITY COST SHARING PER CAPITA COSTS:

	FY2006	FY2007	FY2008	FY2009-10
Non-CAA Office	\$11,258	\$16,886	\$16,391	\$20,488
Non-Office	\$1,976	\$2,964	\$2,837	\$3,546

### Worksheets - Quick Finder:

In Excel, click on the hyperlinks below to take you directly to each of the individual costing worksheets. There are also hyperlinks in the upper left hand corner of each worksheet that will take you directly back to this main page as well.

- ▶ Basic Package
- ▶ Community Liaison Services
- ▶ Computer Services (Information Management Technical Support)
- ▶ Health Services
- ▶ Non-Residential Local Guard Program
- ▶ Security
- ▶ Motorpool
- ▶ Vehicle Maintenance
- ▶ Procurement (Inherently Governmental)
- ▶ Reproduction
- ▶ Shipping & Customs
- ▶ Non-Expendable Property Management (Warehousing)
- ▶ Administrative Supply
- ▶ Leasing
- ▶ Travel
- ▶ Pouching
- ▶ Mail and Messenger
- ▶ Reception & Switchboard
- ▶ Budget & Financial Plans
- ▶ Accounts & Records
- ▶ Payrolling
- ▶ Vouchering
- ▶ Cashiering
- ▶ US Citizen Personnel Services
- ▶ LES Personnel Services
- ▶ GO/LTL and STL Building & Operating Expenses (Office)
- ▶ GO/LTL and STL Building & Operating Expenses (Residential)
- ▶ Language Instruction
- ▶ Translating
- ▶ Interpreting

# Competitive Sourcing Template

## Sample Worksheet

Cost Factors	Description	In-House	Commercial Provider	Comments
Annual Wages	(1776 hours = 1 staff year). Post should use the mid-step level annual salary rate for each position providing services in this service area.			
Fringe Benefits	<b>Include All Employee Benefits:</b> Retirement, Insurance & Health, Medicare, Worker's Compensation, Unemployment, Cash Awards, Quality Step Increases, Bonuses, Housing & Transportation Allowance, or Other Miscellaneous Allowances			
Other Entitlements	<b>Include All Other Entitlements:</b> Differential Pay, Night Shift Pay, Sunday Pay, Hazardous Duty (Danger) Pay, Overtime, Holiday Pay, Premium Pay, COLA's or Other Miscellaneous Entitlements			
Capital Security Cost Sharing Per Capita Charge ( <b>NON-CAA OFFICE</b> )	These are typically USDH and/or LES staff positions that occupy a "standard" office space. These positions will typically be considered your professional staff. The per capita cost will be different depending on the fiscal year you are analyzing. See the chart in the INSTRUCTIONS-MENU worksheet.			
Capital Security Cost Sharing Per Capita Charge ( <b>NON-OFFICE</b> )	These are typically USDH and/or LES staff positions that occupy a "standard" office space. These positions will typically be considered your professional staff. The per capita cost will be different depending on the fiscal year you are analyzing. See the chart in the INSTRUCTIONS-MENU worksheet.			
Materials & Supplies	Typically these will be your 2600 sub-object code budget line items.			
Depreciation	<b>CURRENT DEPRECIATION VALUE</b> = Original Cost/Useful Life IF Years Used is less than or equal to Useful Life. If greater than Useful life Current Depreciation Value = Zero.			
Cost of Capital Assets	Include the cost of all 3100 sub-object budget line items.			
Rent	Include the rent of both office and residential space associated with this service area.			
Facilities	Include the cost of all facility contracts and costs associated with running the building(s) where the service is housed. These can be both 2500 & 2600 sub-object line items. <b>Do not include Utilities here.</b>			
Utilities	Include the cost of utilities - - 2300 sub-object budget line items.			
Insurance	Include the cost of all insurance: Liability & Casualty			
Travel	Include all 2100 sub-object budget line item costs associated with this service area.			
Training	Include all training costs associated with this service area.			
Sub-Contractor Costs	Include all partial service costs of outsourced or sub-contractor labor & materials.			
Severance	Include the one-time severance costs with eliminating existing in-house positions. Get HR at post to identify these costs for the LES personnel assigned to this service area.			
Other One-Time Costs	Include all other one-time conversion costs, office moves, employee recruitment associated with transitioning this service to a different service provider.			
Overhead	Use the rate of 5% of total service costs above (excluding one-time costs) to calculate this overhead amount.			
<b>TOTALS</b>		<b>\$0.00</b>	<b>\$0.00</b>	

## 2007 Rightsizing Report

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Mission X  
June 1, 2007

### I. Mission Goals and Objectives, Analysis of Duplicative Activity

Since the end of the conflict here in 200x, the United States has taken a lead role in the reconstruction of X. Today, this is still a work in progress, although much further advanced than some would have imagined ten years ago. As a result of the normalization process achieved within the country, we envision being able to reduce our staffing in X to reflect a reduced workload. A detailed breakdown of mission objectives, and the staffing required to meet those objectives, follows below.

Our principal mission objective is to develop a coherent, stable X on its way to membership in regional security and economic organizations. To achieve this objective, our chief priorities, in conjunction with international institutions, are:

#### COUNTERTERRORISM (CT)

Executive Office  
Regional Security Office  
Global Affairs Office  
DOJ/ICITAP  
FBI  
DOJ/OPDAT  
POL/ECON  
Consulate A

The Regional Security Office runs an Anti-Terrorist Assistance program, training elite host country police counterterrorism units.

The Global Affairs Office works with host country counterterrorism officials to assist them in developing strategy and expertise in identifying, monitoring, and apprehending terrorist operatives. It has provided assistance to the host government in preparing the Intelligence Reform Law, providing a legal framework to denaturalize terrorists who gained Xian citizenship during the war.

The ICITAP program trains the local police force. Part of that training involves rule of law and civil society issues (in particular, policing in a multi-ethnic society), but a major focus is also on counterterrorism measures.

The Legal Attaché Office (FBI) investigates criminal activities, and provides logistical expertise to host country law enforcement in the investigation of counterterrorist and other acts.



The DOJ OPDAT office provides guidance to train prosecutors and judges in successfully prosecuting counterterrorism and related cases.

The POL/ECON section works with host government officials at all levels, with Parliament, with G8 and other embassies, and with NGOs and international organizations to enhance the host government's understanding of, preparedness for, and response to counterterrorism issues. It works with Parliament to ensure that effective counter-terrorism legislation is enacted. It also reports to an avid Washington readership on the success of the host government's counterterrorism readiness and action plans. The POL/ECON section also works with host government financial and law enforcement institutions to combat terrorist finance.

The Consular Section supports counterterrorism goals through adjudicating applications for non-immigrant and immigrant visas, conducting fraud investigations, and protecting the welfare of American citizens. Consular staffing needs to increase from three officers to four and FSN staffing from 5 to 6, as Xians, freed from concerns about ethnic violence and with higher disposable incomes as the economy improves, contemplate travel to the United States, and as Homeland Security regulations dictate that more work is done by American officers rather than FSNs. Over the next five years we anticipate a slight drop in the number of American citizens present in the country, as NGOs scale back their activities. X is not (yet) a tourist destination for Americans.

Our constituent post supports counterterrorism efforts by ensuring that the coöperative programs we have organized at the national level filter down to the regional and local level. Constituent post personnel engage with both provincial and local government officials and police to identify suitable candidates for the mission's training programs.

*Assessment:* An aggressive, broad-based inter-agency approach to this highest priority, utilizing a great variety of perspectives and skill sets, ensures that we achieve the widest possible cooperation from the GOX, particularly given the continued presence of mujaheddin fighters who remained after the war and "charitable" non-governmental organizations funded by the Saudis and others that continue to operate in X, providing a channel for the flow of money to extremists and terrorists. The mission's Counterterrorism Committee, which meets weekly, ensures that any duplication of effort is kept to a strict minimum and that information is regularly shared interagency, with the Political/Economic section taking the lead in reporting on both USG and GOX activities, and the Executive Office playing a strong central coordination role. (POL/ECON + 1 USDH desk, - 1 LES desk)

## REGIONAL STABILITY (RS)

Executive Office  
POL/ECON Defense Attaché Office  
Office of Defense Cooperation  
Consulate A

The Political/Economic Section engages with host government institutions to seek official cooperation with war crimes tribunals and effective civilian control of the military by Parliament and the new, unified Ministry of Defense. The section also reports extensively on peace-building efforts, such as destruction (with U.S. help) of a massive stock of over 6,000 shoulder-fired anti-aircraft missiles.

The Defense Attaché Office works actively with its counterparts in the nascent Ministry of Defense to establish an appropriate institutional framework. It also assists that Ministry in the establishment of a

state-level integrated peace-supporting capability, and coordinates demining efforts with the host government.

The Office of Defense Cooperation supports the capability of the GOX military by offering IMET and other training programs to host country services.

Our constituent post, located in a minority ethnic area, is intensively involved with NGOs and government institutions to support peace-building efforts in that geographic region. An activist public diplomacy program complements these efforts, including extensive public speaking on multi-cultural societies.

*Assessment:* There is some duplication of reporting between POL/ECON and DAO, and a diminished interest overall by Washington readership now that X is no longer the world's principal trouble spot. Current POL/ECON staffing devoted to this area is no longer appropriate, given the normalization of the internal and external political situation since the end of the war, and the GOX success in building appropriate institutions to support the peace. POL/ECON is reducing its staff by two Political Officers due to decreased workload. (POL/ECON -2 USDH desks)

## INTERNATIONAL CRIME (IC)

Executive Office  
Regional Security Office  
FBI  
DOJ/ICITAP  
DOJ/OPDAT  
POL/ECON

The Regional Security Office works with local law enforcement officials and deploys Marine Security Guards and a local guard force to secure the Embassy's premises, people, and information. Due to the post's critical threat status, a sizable regional security force is required to protect Embassy personnel and property.

The FBI works with host country law enforcement counterparts to investigate and solve a wide variety of criminal activities, including organized crime.

The ICITAP program provides training by police experts to train police forces to effectively investigate crimes and apprehend criminals, while respecting human rights and reducing ethnic tensions.

The OPDAT program provides training by Resident Legal Advisers to train prosecutors and judges in successfully prosecuting criminals and justifying appropriate sentences.

The POL/ECON section works with the Parliament and host government to ensure enactment and enforcement of appropriate legislation, with a key emphasis on anti-trafficking measures, which will hopefully ensure that X is moved from Tier III to Tier II.

*Assessment:* The need for large numbers of host country law enforcement and judicial personnel to be trained as soon as possible presents a significant challenge to the USG. A single OPDAT advisor has been insufficient to accomplish the extensive training requirements of the host country judiciary, and DOJ will need to staff a second position to accelerate the effectiveness of this program. Two ICITAP

personnel are also insufficient to meet the police training mandate, and will need to be augmented by a third. As noted in CT above, the Counterterrorism Committee, which brings all of the law enforcement entities in the mission together on a weekly basis, with strong Executive Office coordination, prevents duplicative activities and ensures frequent communication. (DOJ/ICITAP +1 USDH desk, +1 USDH non-desk)

## **ECONOMIC PROSPERITY (EP)**

Executive Office  
POL/ECON  
FAS  
FCS  
Treasury  
USAID  
Consulate A

The POL/ECON section is actively working with host country ministries and international financial institutions to restructure X's substantial internal debt, and to assist the GOX in battling rampant corruption, which adversely affects foreign (including U.S.) investment in the country.

The Foreign Agricultural Service and Foreign Commercial Service have minimal presences advocating U.S. agricultural and commercial exports. Primary responsibility for these functions rests with personnel at regional platforms.

The Treasury advisors assist the GOX in formulation and implementation of tax reform, in particular a value-added tax.

USAID has focused its Economic Growth Program on removing barriers to the development of small and medium-sized enterprises.

Our constituent post in A, a major commercial center, has been very effective in slicing through bureaucratic red tape impeding American investment in X. The consulate has been particularly helpful in achieving greater transparency in public tenders for infrastructure projects, in which American companies are now actively involved.

*Assessment:* As the Xian economy normalizes, the need for extensive U.S. involvement in the country's economic restructuring has diminished commensurately. The USG role will increasingly mirror that in other transitional economies of limited interest to U.S. markets. USAID is reducing its Economic Growth staff by 3 American and 3 LES, and POL/ECON is reducing its staff by one Econ Officer. (USAID -1 USDH desk, -2 USPSC desks, -3 LES desks; POL/ECON -1 USDH desk)

## **DEMOCRACY (DE)**

Executive Office  
USAID  
PAS  
POL/ECON  
Consulate A

USAID's democracy program focuses on providing guidance to host government ministries, NGOs, and political parties in establishing the structures governing the national, regional, and local political process and the administrative systems that will make it work. These activities are largely over. The remainder of USAID's democracy program is focused on facilitating the return of refugees.

The Public Affairs Office, through its exchange, speaker, and information programs, provides visible American support for X's ethnic diversity and in particular outreach to the majority Muslim community. Support for an active, free, and responsible press as a central vehicle in the democratic process is vital. Special funding for one USDH officer devoted exclusively to democracy programs is being withdrawn, and we will substitute a qualified FSN to continue much of the work at a fraction of the cost.

The POL/ECON section focuses its attention in the democracy area primarily on ensuring human rights – for all ethnic groups – during the drawdown of the international assistance community (including USAID), and on reporting on human rights issues to a Washington and regional readership.

Our consulate in A is heavily involved in grass-roots democracy-building, working in tandem with both NGOs and local and regional governments to ensure that the seeds of X's democracy continue to germinate and flourish. Consulate personnel support a range of civil society and good governance programs, and have begun holding American-style “town meetings” throughout their district to engage directly with local politicians and citizens.

*Assessment:* As indicated above, with the establishment (and testing, through elections) of democratic institutions and structures in X, USAID's democracy-building efforts in this area are largely completed. Residual USG interests in this area will be covered by PAS, POL/ECON, and Consulate A. USAID is reducing its Democracy staff by 3 American and 4 LES, and PAS is replacing one USDH with one LES. (USAID -3 USDH desks, -4 LES desks; PAS -1 USDH desk, +1 LES desk)

## **PUBLIC DIPLOMACY (PD)**

PAS  
Consulate A

The Public Affairs Section is responsible for advancing host country understanding of American policy and culture through a wide range of exchange, speaker, and information programs. Special emphasis has been placed on clarifying U.S. Middle East and counter-terrorism policy for X's Muslim-majority population.

Our Consulate in A, a majority-Christian area, also uses speaker programs, exchanges, and media outreach to promote American policy. Thanks to its contacts and insights in the Christian community, we can field very effective multi-ethnic exchange groups, which further foster mutual understanding and political stability.

*Assessment:* With the elimination of the special democracy-focused position discussed above, the Public Affairs staff will consist of a Public Affairs Officer, Information Officer, and Cultural Affairs Officer to handle the wide range of public affairs responsibilities, in particular Muslim outreach. (Rightsized)

## **MANAGEMENT (MG)**

**Management Office**



ICASS Mgt Staff  
USAID Mgt Staff

The USAID Executive Office is presently responsible for the proper execution of its development and reconstruction projects, in addition to providing general administrative support. With co-location in a New Embassy Compound, State and USAID will create a joint administrative support platform. The Deputy Executive Officer position will be abolished and the Executive Officer will become the Deputy Management Officer.

The Management Officer is responsible for the administrative support of all agencies at post, as provided through ICASS. The USDH OMS can be effectively replaced by an LES OMS.

*Assessment:* USAID is reducing staff by one American position. MGT is replacing one US desk with one LES desk (USAID -1 USDH desk; MGT -1 USDH desk, + 1 LES desk)

### **Financial Management**

ICASS FMO Staff  
USAID Controller's Office Staff

ICASS FMO office provides a variety of financial services to all agencies at post. All non-State budgeting is handled by the other agencies, either here, in regional centers, or domestically. Public Diplomacy does its own budgeting in-house, although with major assistance from ICASS FMO. With the exception of the Treasury USPSCs, ICASS handles vouchering for all agencies. USAID processes its own vouchers. All agencies use the ICASS cashier, with the exception of USAID, which has its own cashier. One cashier position (either AID or State) will be abolished when the NEC is occupied.

*Assessment:* The duplication of cashier services will cease upon the move to the NEC when one cashier position is abolished. (Joint Management Section -1 LES desk)

### **Human Resources**

ICASS HR Staff  
USAID HR Staff

The ICASS HR office provides FSN personnel services for State, ODC, FAS, FCS, DOJ, FBI, MSG, PD, and DIA, plus reduced services for USAID. They offer US personnel services for State, with reduced services for USAID. All other agencies are serviced through their regional or domestic offices. (See service matrix for details)

USAID HR presently supports the USAID USPSCs and USDHs, including contract negotiation, allowances, renewals, and medical clearances, as applicable. They also provide CAJE classification, personnel actions and records for USAID LES. They also review funding and personnel proposals for the program offices. They also run the USAID training program, including in-house and external training, in compliance with USAID directives.

*Assessment:* All HR functions are duplicative, and can be consolidated no later than the move to the NEC. At that point, USAID will sign up for ICASS HR services, and the combined staff will be reduced by at least four LES desk positions. The USDH HR position will also be abolished, since the Deputy Management Officer can provide supervision of the HR function. At the same time, however, we want

to take advantage of the Regional Services Center in Frankfurt by regionalizing a significant portion of our HR portfolio, to include: position classification (CAJE), maintenance of the staffing pattern, coordination of LES evaluations, and preparation of LES personnel actions. We will continue managing the American program, awards, recruitment, and training. (Joint Management Section: -1 USDH desk, -4 LES desks)

### **Computer Services**

State and ICASS IRM

USAID Computer Management

USAID and State are working actively toward consolidation of their overseas systems platforms. Most of the software and all of the hardware in the AID and ICASS computer systems is off-the-shelf and can be maintained by ICASS. At least one LES desk position can be eliminated as a result. (Note: The USDH personnel are responsible for additional services beyond computers, such as classified communications, pouch, mail, reception, cell phones, IVG, and information security).

*Assessment:* Co-locating all sections and agencies in the NEC will create a number of economies of scale in the Computer Services section. All DOS systems can be supported from a single unclassified server room. No more support will need to be given to remote offices. The new state-of-the-art IM infrastructure will require less repair and modification. (Joint Management Section -1 LES desk)

### **Telephone/Reception**

ICASS

USAID

Co-location in the NEC will preclude the need for two parallel telephone operator/receptionist teams. Three telephone operator positions and one receptionist position will be abolished upon co-location in the NEC. Co-location in the NEC will reduce the need for telephone technicians to support outlying offices. The telephone infrastructure in the NEC should need little maintenance and repair for some years.

*Assessment:* Duplication exists. (Joint Management Section: -4 LES desks, -1 LES non-desk)

### **Supply**

ICASS

USAID

When all sections and agencies are co-located in the NEC, the need for a large supply staff will diminish. The on-compound location warehouse will minimize the lead time required to supply stock items. Within the next year, USAID and ICASS will complete a review of supply services to determine how to combine them under ICASS. At least two positions will be abolished upon consolidation/moving to the NEC.

*Assessment:* Duplication exists. By the end of the year, the warehousing function will be merged under ICASS. (Joint Management Section: -2 LES desks)

### **Housing**

ICASS

## USAID

Upon direction from Washington, AID and State have combined their housing pools. As a result all housing services are provided by ICASS, and one housing position will be eliminated.

*Assessment:* Duplication exists. One position will be eliminated. (Joint Management Section -1 LES desk)

## Procurement

ICASS

USAID

USAID does not currently subscribe to ICASS Procurement services. It has one LES to procure supplies and services and a large, experienced contracting section, which performs far more complex procurement actions than its ICASS counterparts.

*Assessment:* There is duplication in the procurement section. After consolidation of activities in the NEC, there will be AID will present a proposal to the ICASS Council to become an alternate service provider, resulting in consolidation of the two sections and a reduction of two LES and one ICASS General Services Officer. (Joint Management Section: -1 USDH desk, - 2 LES desks)

## Travel

ICASS

USAID

Until now no big-name travel agencies, such as American Express or Carlson Wagon-Lit, have had local representation. However, Wagon-Lit has just announced plans to open an office. By the time the NEC is completed, it will offer full travel services. ICASS will retain one travel LES to monitor the contract and assist with US Government travel regulations. At the same time, the VIP Coordinator position has become less essential as X slides out of the spotlight of world interest and fewer high-level visitors fly in and out of post.

*Assessment:* Both duplication and an opportunity for outsourcing exist. After all agencies move into the NEC, American Express will be the principal travel service provider. (Joint Management Section: -4 LES desks)

## Motor Pool

ICASS

USAID

DOJ

DIA

Co-location will reduce the need for some of the in-town driving, and enable consolidation of multiple motor pools into ICASS. The on-compound location of the MSGQ will reduce the need for Marine duty drivers. With consolidation, there is no need for 5 supervisory/dispatch personnel. These positions can be reduced by 2. Driver positions will not be filled when they come open until the total has

been reduced by three. In addition, the USDH position will be abolished upon the departure of the incumbent, and the responsibilities assigned to the Customs and Shipping GSO.

*Assessment:* Duplication exists. (Joint Management Section: -2 LES desks, - 3 LES non-desks)

### **Shipping and Customs**

ICASS

USAID

After completing a cost comparison, USAID decided that ICASS provided more cost-efficient services in Shipping and Customs. It is now receiving this service from ICASS.

*Assessment:* No duplication exists. (Rightsized)

### **Facilities Maintenance**

OBO/ICASS

USAID

The move to the New Embassy Compound will have a profound effect on the Facilities Maintenance section. The state-of-the-art facility will require an education, computer-savvy staff of LES. The mechanics, electricians, and engineers will all be closely scrutinized to determine which have the needed talents. An initial study suggests that one technical position could be eliminated, plus an additional two non-skilled labor positions. Likewise, an additional HVAC technician may have to be added to the staff. Since there will no longer be a separate USAID facility to maintain, facilities staff will be reduced by an additional 12 positions prior to the move to the NEC.

Outsourcing considerations: Gardeners, laborers, and char force are traditionally areas most appropriate for outsourcing. AID's Economic Growth Program has targeted the development of small and medium-sized enterprises, and two of these – in gardening and janitorial services – are being piloted.

*Assessment:* With USAID coming on to the compound, the maintenance function will be consolidated. (Joint Maintenance Staff: -1 LES desk, - 14 LES non-desks)

### **Warehouse**

ICASS

USAID

USAID and ICASS will merge their operations in the NEC on-compound warehouse. This will lead to a further reduction in the number of LES positions required.

*Assessment:* Duplication exists. After the move, there will be no need for two separate warehouses. When operations are combined in a single facility, with a single service-provider, three LES positions will be eliminated. (Joint Management Section: -3 LES non-desks)



## II. Competitive Sourcing, Regionalization, Substitution of LES for USDH Positions

### **Competitive Sourcing**

Basic Package: Much of this cost center is inherently governmental, as it involves significant decision making. Some functions which are not inherently governmental, such as cost of living surveys, post already contracts.

Community Liaison Office: Potentially commercial, not subject to market analysis. Department has determined this function is reserved for eligible family members to provide spousal employment opportunities.

Computer Services: Potentially commercial, subject to market analysis. Post conducted a solicitation to determine the cost of providing this service commercially. The ICASS unit cost is \$365. The commercial cost was \$355, representing less than a 10% savings. Based on the minimal difference, post determined it was more advantageous not to outsource and avoid the disruption of transition.

Health Services: Potentially commercial, but not subject to market analysis. The Regional Medical Officer recommends against local clinics except in real emergencies, because of a lack of sterile conditions and poor nursing quality. As a result, the Department provides a Foreign Service Nurse Practitioner.

Non-Residential Local Guard Program: Potentially commercial, already outsourced.

LES Security Services: Potentially commercial, not subject to market analysis. The RSO has determined that local security conditions require an employee workforce to maximize safety.

Vehicle Maintenance: Potentially commercial, already outsourced.

Administrative Supply: Potentially commercial, subject to market analysis. However, since the property management function, which uses the same staff, will not be outsourced, neither will this.

Procurement: Inherently governmental.

Reproduction: Potentially commercial, already outsourced.

Shipping and Customs: The actual shipping part is potentially commercial, and already outsourced. Most of the remaining functions, because they involve significant decision making, are inherently governmental.

Direct Vehicle Operations: Potentially commercial, subject to market analysis. Post conducted a solicitation to determine the cost of providing this service commercially. The ICASS unit cost is 35 cents per kilometer. The cheapest bid received was 39 cents per kilometer.

Non-Expendable Property Management: Potentially commercial, subject to market analysis. Post conducted a solicitation to determine the cost of providing this service commercially. The ICASS unit cost is \$2.65 per item inventoried. The lowest bid received was \$2.61. Because of the marginal difference, the embassy opted not to outsource this function.

Leasing: Potentially commercial (except for lease signature), but not subject to market analysis. Despite the development of the local economy, there is widespread corruption in the real estate business (our FSN leasing assistant has been asked repeatedly to pay bribes to brokers).

Travel Services: Potentially commercial, to be analyzed by the time the NEC opens.

Pouching: Potentially commercial, not subject to market analysis. Pouching security is integrated into other security requirements making it impractical to separate..

Mail and Messenger: Potentially commercial, but such a small function that it is not practical to outsource.

Reception and Switchboard: Potentially commercial, subject to market analysis. However, we were unable to locate a suitable contractor from whom to solicit a bid.

Budgets and Financial Plans: Post receives much of this service from the Frankfurt Regional Center. The remaining portion of this cost center is either inherently governmental or so small that it is impractical to outsource.

Accounts and Records: Potentially commercial, subject to market analysis. However, market analysis indicated that no Western accounting firms present in X were willing to consider such a small operation.

Payrolling: Payrolling is done by the Charleston Regional Center. The payroll liaison function occupies less than one FTE, and therefore is impractical to outsource.

Vouchering: Post's vouchering is being transferred to the Frankfurt Regional Center.

Cashiering: Potentially commercial, already outsourced.

U.S. Citizen Personnel Services: Part of this function is inherently governmental and part of it potentially commercial. However, the potentially commercial portion is too small to outsource in X.

LES Personnel Services: Part of this function is inherently governmental and part of it potentially commercial. A number of aspects of this function as also being regionalized to the Frankfurt Regional Center. As yet there are no "Manpower"-type recruitment companies offering services in X, but this will inevitably change as the economy develops.

Building Operating Expenses: Potentially commercial, subject to market analysis. Residential BOE expenses are generally performed by the landlord. Post conducted a solicitation to determine the cost of providing this service commercially. The ICASS unit cost is \$5.62 per square foot. The low bidder was \$4.08 per square foot. Post has begun outsourcing janitorial and gardening services, with the expectation of adding other maintenance functions as long as these pilots are successful. This will also give us time to reduce staff progressively.

## **Regionalization**

A number of policy areas are already covered on a regional basis, and are no longer part of the mission's workload.

For State, the labor portfolio, as well as the environment, science and technology portfolio, are both provided region-wide from Embassy Y.

For Agriculture, American oversight of the single FSN in X is provided from the FAS office at Embassy Y.

For Commerce, all commercial services are provided from the FCS office at Embassy Y. One FSN transferred from FCS to Econ serves as a point of contact.

In the administrative area, we are actively shifting responsibility for selected human resources and financial management activities to the Regional Support Center in Frankfurt: position classification, maintenance of the staffing pattern, coordination of LES evaluations, and preparation of LES personnel actions, as well as some budgeting and all vouchering. This will permit the elimination of four FSN desk positions.

### **Substitution of LES for USDH Positions**

As political and economic conditions stabilize and more well-trained Xians return here to live, we expect to be able to substitute LES employees for some jobs now filled by Americans. The Agriculture Section has already demonstrated successfully how a single, well-trained, professional-level FSN, receiving direction from American staff at a regional platform, can be very effective at promoting American agricultural exports. Special funding for one Public Affairs American position is being withdrawn, but we are continuing the function by replacing that American officer with a well-trained FSN. We will continue to explore other areas to replace USDH positions with qualified FSNs.

### **III. Mission Staffing Levels**

See attached Excel spreadsheet file.

Template for Mission Staffing (Adjust as necessary)

Post, Country, Embassy <b>Agency/Element</b>	<b>A. Current Staffing</b>				<b>B. Post Projected 2012</b>				<b>Change A. to B.</b>			
	US Desk	LES/EFM Desk	Non-Desk	Total	US Desk	LES/EFM Desk	Non-Desk	Total	US Desk	LES/EFM Desk	Non-Desk	Total
<b>STATE Program</b>												
Executive				0				0	0	0	0	0
Political				0				0	0	0	0	0
Economic				0				0	0	0	0	0
Global Affairs (GA)				0				0	0	0	0	0
GA short-term TDY				0				0	0	0	0	0
GA long-term TDY				0				0	0	0	0	0
Consular				0				0	0	0	0	0
EST				0				0	0	0	0	0
Public Affairs				0				0	0	0	0	0
Regional Security												
RSO				0				0	0	0	0	0
MSG				0				0	0	0	0	0
ESO				0				0	0	0	0	0
Local Guards				0				0	0	0	0	0
RSO Total				0				0	0	0	0	0
PCC												
Suite A				0				0	0	0	0	0
Suite B				0				0	0	0	0	0
Suite C				0				0	0	0	0	0
PCC Total				0				0	0	0	0	0
<b>TOTAL STATE Program</b>				0				0	0	0	0	0
<b>Joint Management Services</b>												
Management Office				0				0	0	0	0	0
Human Resources				0				0	0	0	0	0
Financial Mgmt.				0				0	0	0	0	0
CLO				0				0	0	0	0	0
Medical Unit				0				0	0	0	0	0
General Services				0				0	0	0	0	0
Facilities Maint.				0				0	0	0	0	0
IRM				0				0	0	0	0	0
Office				0				0	0	0	0	0
Telephone/Radio				0				0	0	0	0	0
Mailroom				0				0	0	0	0	0
Total IRM				0				0	0	0	0	0
<b>Total JMS</b>				0				0	0	0	0	0
<b>OTHER AGENCIES</b>												
<b>USDA</b>												
FAS				0				0	0	0	0	0
APHIS				0				0	0	0	0	0
USDA - Total				0				0	0	0	0	0
<b>COMMERCE</b>				0				0	0	0	0	0
<b>DOD</b>												
DAO				0				0	0	0	0	0
ODC				0				0	0	0	0	0
DOD -Total				0				0	0	0	0	0
<b>DHS</b>												
ICE				0				0	0	0	0	0
USSS				0				0	0	0	0	0
CBP				0				0	0	0	0	0
DHS - Total				0				0	0	0	0	0
<b>JUSTICE</b>												
DEA				0				0	0	0	0	0
FBI				0				0	0	0	0	0
JUSTICE - Total				0				0	0	0	0	0
Treasury				0				0	0	0	0	0
USAID				0				0	0	0	0	0
<b>TOTAL - OTHER AGENCIES</b>				0				0	0	0	0	0
<b>TOTALS Embassy</b>				0				0	0	0	0	0
<b>Total Desks</b>	0			0	0			0	0			
Consulate A				0				0	0	0	0	0
Consulate B				0				0	0	0	0	0
<b>TOTALS Consulates</b>				0				0	0	0	0	0
<b>Not Co-Located In Mission Facilities</b>												
DHS/CBP				0				0	0	0	0	0
CDC				0				0	0	0	0	0
<b>Totals not Co-Located in Mission Facilities</b>				0				0	0	0	0	0
<b>TOTALS MISSION</b>				0				0	0	0	0	0



### Template for Constituent Post Staffing (Adjust as necessary)

Post, Country (Consulate A)	A. Current Staffing				B. Post Projected 2012				Change A. to B.			
Agency/Element	US Desk	LES/EFM Desk	Non-Desk	Total	US Desk	LES/EFM Desk	Non-Desk	Total	US Desk	LES/EFM Desk	Non-Desk	Total
<b>STATE Program</b>												
Executive				0				0	0	0	0	0
Political				0				0	0	0	0	0
Economic				0				0	0	0	0	0
Global Affairs				0				0	0	0	0	0
Consular				0				0	0	0	0	0
Public Affairs				0				0	0	0	0	0
Regional Security												
RSO				0				0	0	0	0	0
Local Guards				0				0	0	0	0	0
RSO Total				0				0	0	0	0	0
PCC				0				0	0	0	0	0
<b>TOTAL STATE Program</b>				0				0	0	0	0	0
<b>Joint Management Services</b>												
Management Office				0				0	0	0	0	0
Human Resources				0				0	0	0	0	0
Financial Mgmt.				0				0	0	0	0	0
CLO				0				0	0	0	0	0
General Services				0				0	0	0	0	0
Facilities Maint.				0				0	0	0	0	0
IRM				0				0	0	0	0	0
Total JMS				0				0	0	0	0	0
<b>OTHER AGENCIES</b>												
COMMERCE				0				0	0	0	0	0
DOD				0				0	0	0	0	0
DHS												
ICE				0				0	0	0	0	0
USSS				0				0	0	0	0	0
DHS - Total				0				0	0	0	0	0
JUSTICE												
DEA				0				0	0	0	0	0
FBI				0				0	0	0	0	0
JUSTICE - Total				0				0	0	0	0	0
<b>TOTAL - OTHER AGENCIES</b>				0				0	0	0	0	0
<b>TOTALS Consulate</b>				0				0	0	0	0	0
Total Desks	0			0	0			0	0			0
<b>Not in Consulate</b>												
CBP-CIS				0				0	0	0	0	0
CDC				0				0	0	0	0	0
Totals not in Consulate				0				0	0	0	0	0
<b>TOTALS Consulate A</b>				0				0	0	0	0	0

# Five-Year Projected Rightsizing Projects

Fiscal Year	Mission	Planned Capital Projects
<b>FY05 Spring Cycle</b>		
1.	Bosnia and Herzegovina	Sarajevo NEC FY07
2.	Burkina Faso	Ouagadougou NEC FY07
3.	Congo/D	Kinshasa NEC FY08
4.	Congo/R	Brazzaville NEC FY06
5.	Djibouti	Djibouti NEC FY06
6.	Ethiopia	Addis Ababa NEC FY07
7.	Fiji	Suva NEC FY05
8.	Gabon	Libreville NEC FY06
9.	Georgia	Tbilisi Annex FY06
10.	Indonesia	Surabaya NEC FY06
11.	Latvia	Riga NEC FY08
12.	Lebanon	Beirut NEC FY06, Annex FY08
13.	Macedonia	Skopje Annex, Whse and MSGQ FY06
14.	Madagascar	Antanarivo NEC FY07
15.	Malta	Valletta NEC FY09
16.	Mexico	Mexico City NEC FY09
		Tijuana NEC FY07
		Monterrey NEC FY13
17.	Micronesia	Interim Office Building FY05
18.	Nigeria	Abuja Annex FY06
19.	Norway	Oslo NEC FY10
20.	Palau	Interim Office Building FY05
21.	Philippines	Manila Annex FY08
22.	South Africa	Johannesburg NEC FY06
23.	Sudan	Khartoum Annex and MSGQ FY06
		Juba NEC FY08
24.	Serbia & Montenegro	Belgrade NEC FY08
25.	Zambia	Lusaka NEC FY08
<b>FY06 Fall Cycle</b>		
1.	Azerbaijan	Baku NEC FY09
2.	Brunei	Bandar Seri Begawan NEC FY08
3.	Burundi	Bujumbura NEC FY09
4.	Chad	N'djamena NEC FY11
5.	Dominican Republic	Santo Domingo NEC FY10
6.	Eritrea	Asmara NEC FY10
7.	Iceland	
8.	Indonesia	Jakarta NEC FY09
9.	Italy	Milan NEC FY11
10.	Liberia	Monrovia NEC FY09
11.	Libya	Tripoli NEC FY08
12.	Morocco	Casablanca NEC FY14
13.	Mozambique	Maputo NEC and Annex FY10
14.	Pakistan	Karachi NEC FY06
		Peshawar NEC FY09
		Lahore NEC FY13

Fiscal Year	Mission	Planned Capital Projects
<b>FY06 Fall Cycle (cont'd)</b>		
15.	Paraguay	Asuncion NEC FY10
16.	Poland	Krakow NEC FY09
17.	Romania	Bucharest NEC FY11
18.	Russia	Moscow Annex FY08 St. Petersburg NEC FY11
19.	Saudi Arabia	Jeddah NEC FY07 Riyadh NEC FY11 Dhahran NEC FY13
20.	South Africa	Pretoria Annex FY10
21.	Sri Lanka	Colombo NEC FY10
22.	Taiwan	Taipei NEC FY07
23.	Tunisia	Tunis Language School and Annex FY09
24.	Turkey	Ankara NEC FY10
25.	Ukraine	Kyiv NEC FY10
26.	Zimbabwe	Harare NEC and Annex FY06
<b>Spring FY06 Cycle</b>		
27.	Algeria	
28.	Bermuda	
29.	Brazil	Rio de Janeiro NEC FY13
30.	Colombia	
31.	Costa Rica	
32.	Denmark	
33.	Finland	
34.	Germany	
35.	Guyana	
36.	Holy See	
37.	India	Calcutta NEC FY12 Chennai NEC FY11 Hyderabad NEC FY13
38.	Ireland	
39.	Korea	Seoul NEC FY14
40.	Luxembourg	
41.	Malaysia	
42.	New Zealand	
43.	Singapore	
44.	Switzerland	
45.	United Kingdom	
46.	U.S. Mission USFODAG, Rome	
47.	U.S. Perm Mission to the UN Office and Other Intl. Org in Geneva	
<b>Fall FY07 Cycle</b>		
1.	Bangladesh	Dhaka Lease Fitout
2.	Benin	Cotonou NEC FY12
3.	Botswana	
4.	Burma	
5.	Canada	Toronto NEC FY12
6.	Cape Verde	

Fiscal Year	Mission	Planned Capital Projects
<b>FY07 Fall Cycle (cont'd)</b>		
7.	China	Guangzhou NEC FY06 Shanghai NEC FY14 Beijing Annex FY09
8.	Ecuador	Guayaquil Lease Fitout FY12
9.	Equatorial Guinea	Malabo NEC FY14
10.	Hong Kong	
11.	Israel	Tel Aviv NEC FY14
12.	Japan	
13.	Jerusalem	Jerusalem NEC FY12
14.	Kosovo	Pristina NEC FY12
15.	Mauritania	Nouakchott NEC FY11
16.	Sierra Leone	
17.	Slovak Republic	Bratislava NEC FY12
18.	Suriname	Paramaribo NEC FY12
19.	Syria	Damascus NEC FY11
20.	Thailand	Chiang Mai NEC FY10
21.	U.S. Mission to ICAO, Montreal	
22.	United Arab Emirates	Dubai NEC FY10
<b>Spring FY07 Cycle</b>		
23.	Armenia	
24.	Bahrain	
25.	Bahamas	
26.	Belarus	
27.	Chile	
28.	Cyprus	
29.	Egypt	
30.	Estonia	
31.	Kenya	
32.	U.S. Perm Mission to UNEP and UN Center for Human Settlements, Nairobi	
33.	Lithuania	
34.	Malawi	
35.	Mali	
36.	Mongolia	
37.	Slovenia	
38.	Swaziland	Mbabane NEC FY09
39.	Uruguay	
40.	Yemen	Sanaa Annex FY14
<b>Fall FY08 Cycle</b>		
1.	Argentina	Buenos Aires NEC FY13
2.	Barbados	
3.	Belize	
4.	Bulgaria	
5.	Central African Republic	Bangui NEC FY12
6.	Cote d'Ivoire	
7.	East Timor	Dili NEC FY-12
8.	Grenada	
9.	Guatemala	



Fiscal Year	Mission	Planned Capital Projects
<b>FY08 Fall Cycle (cont'd)</b>		
10.	Hungary	
11.	Lesotho	
12.	Marshall Islands	
13.	Netherlands	The Hague NEC FY11
	Netherlands Antilles	
14.	Niger	
15.	Portugal	
16.	Tajikistan	
17.	Turkmenistan	
18.	Vietnam	Hanoi NEC FY12
<b>Spring FY08 Cycle</b>		
19.	Australia	
20.	Belgium	
21.	Bolivia	
22.	Cambodia	
23.	Cameroon	
24.	Cuba	
25.	Czech Republic	
26.	Gambia	
27.	Ghana	
28.	Jordan	
29.	Oman	
30.	Panama	
31.	Tanzania	
32.	Togo	
33.	Trinidad and Tobago	
34.	U.S. Mission to European Union	
35.	U.S. Mission to NATO	
36.	U.S. Mission to UNESCO, Paris	
<b>Fall FY 09 Cycle</b>		
1.	Afghanistan	Kabul Annex FY13
2.	Albania	
3.	Venezuela	
4.	France	
5.	Greece	Thessaloniki NEC FY14
6.	Honduras	
7.	Kazakhstan	
8.	Kuwait	
9.	Kyrgyzstan	Bishkek Annex FY14
10.	Laos	Vientiane NEC FY12
11.	Mauritius	Port Louis NEC FY14
12.	Micronesia	
13.	Moldova	Chisinau NEC FY13
14.	Namibia	Windhoek NEC FY12
15.	Papua New Guinea	Port Moresby NEC FY14
16.	Senegal	Dakar NEC FY13
17.	Seychelles	
18.	Spain	Madrid NEC FY13

Fiscal Year	Mission	Planned Capital Projects
<b>FY09 Fall Cycle (cont'd)</b>		
19.	U.S. Mission to OECD, Paris	
20.	Venezuela	
<b>Spring FY09 Cycle</b>		
21.	Angola	
22.	Austria	
23.	Croatia	
24.	El Salvador	
25.	Guinea	
26.	Guinea Bissau	
27.	Haiti	
28.	Iraq	
29.	Jamaica	
30.	Nepal	
31.	Nicaragua	
32.	Montenegro	
33.	Peru	
34.	Qatar	
35.	Rwanda	
36.	Samoa	
37.	Sweden	
38.	Uganda	
39.	U.S. Mission to UNVIE	
40.	U.S. Mission to OSCE	
41.	U.S. Mission to IAEA	
42.	Uzbekistan	